

FINANCIAL TIMES

EAST GERMANY

A slow return from the cold

Page 14

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World News

Britain and China agree to resume talks on HK

Britain and China agreed to resume talks on the scheduled handover of Hong Kong to China in 1997. British sources said the decision taken at a meeting between UK and Chinese foreign ministers in Paris was the first high-level contact between the governments since China crushed pro-democracy demonstrations in June. Page 2. Chinese tourism, Page 16

Polish price rise
The Polish Government is to lift meat rationing and let prices double, following the election of Mieczyslaw Rakowski, outgoing Prime Minister, as Communist Party leader. Page 2

Rodriguez dies
Ramón Areces Rodriguez, founder of Spain's biggest privately-owned company, El Corte Inglés, and reputedly the country's wealthiest man, died aged 84.

Sri Lanka crisis
The Indian and Sri Lankan foreign ministers will meet again to try to defuse the crisis in Sri Lanka after violence in which more than 150 people died. Page 16

UK dock split
Britain's dockers appeared irreversibly split after men at Hull, a major northern port, voted to return to work despite a union strike. Page 6

Italian arms inquiry
Nine former employees of an Italian defence company are under formal suspicion of illegally collaborating in a missile project involving Egypt, Argentina and Iraq. Page 2

Mujahideen rift
The growing rift between leaders of the Afghan resistance has worsened with party leaders calling for the overthrow of their rivals. Page 4

Andreotti wins vote
Giulio Andreotti, Italy's Prime Minister, won a final vote of confidence for his five-party Government and appealed to Italians to fight organised crime. Page 2

Rafsanjani election
The election in Iran of Hojat-ol-Islam Rafsanjani as president has been overshadowed by reports of a low turnout. Page 4

Israeli criticism
The Israeli ambassador to West Germany has sharply criticised the Bonn Government's decision to improve contacts with the PLO. Page 2

Soviet German plan
Helmut Kohl, West German Chancellor, has warmly welcomed a Soviet proposal to establish a special German-Soviet trade zone. Page 2

Lima crackdown
The Peruvian army has stepped up its action against guerrillas in the country's main coca-growing area, killing 110 rebels. Page 3

Valdez in dock
Four months and 2,500 miles after it caused the worst US oil spill ever, the tanker Exxon Valdez finally entered San Diego Harbour for repairs.

Bangladesh storm
Two days of torrential rains and strong winds in southern Bangladesh have killed more than 100 people.

Typhoon hits Korea
Seventeen people were killed by landslides, collapsing walls or floods when Typhoon Judy lashed southern South Korea.

US hostage threat
A pro-Iranian group said it would kill a US hostage, Lieutenant-Colonel William Higgins, unless Israel released a Lebanese Muslim cleric seized on Friday.

US firefighting
Ten thousand firefighters aided by gangs of prisoners fought brush fires in four western US states that have driven 2,500 people from their homes. Page 21

Business Summary

BAT attacks Hoylake bid to challenge regulators

By George Graham in Paris

THE international conference on Cambodia opened yesterday in Paris in an atmosphere of cautious optimism that a settlement to the country's 19-year-old conflict might be in sight.

Differences between the rival parties remained clear as Prince Norodom Sihanouk, leader of the Cambodian resistance coalition, and Mr Hun Sen, Prime Minister of the Phnom Penh Government,

traded rebukes in yesterday's opening session.

The meeting is being attended by 16 Foreign Ministers, including those from all five permanent members of the United Nations Security Council.

Among the main disagreements is the question of whether it will be possible for the conference to settle some of the international aspects of Cambodia's problems - includ-

ing the withdrawal of Vietnamese troops and an ending of military aid to the resistance forces - without a comprehensive agreement solving the internal questions of Cambodia's political future.

Mr Hun Sen and Mr Edward Shevardnadze, the Soviet Foreign Minister, said yesterday that they favoured pressing ahead with the international questions, in the hope that success would then provide an

impetus for internal agreement. But Western powers stressed their belief that a partial settlement would merely open the way to all-out civil war.

However, Foreign Ministers at the conference appeared convinced that an opportunity had arisen for hammering out a peace settlement for Cambodia. "We have arrived at a point where the imperatives of international conciliation

want them included.

The conference will resume this morning in full session, and Mr Roland Dumas, the French Foreign Minister, who is co-chairing the conference with Mr Ali Alatas, his Indonesian opposite number, said last night that he hoped to produce a working paper, to represent the state of the debate so far and to serve as a basis for negotiations, by noon. Paris meetings. Page 2

Yeltsin forms opposition in Parliament

By Quentin Peel in Moscow

THE BASIS of a new opposition within the Soviet Union's supreme Parliament was founded yesterday, headed by a five-man leadership including Boris Yeltsin, the Communist Party rebel, and Andrei Sakharov, the nuclear physicist and spiritual father of Soviet dissidents.

By yesterday, 260 members of the Soviet Congress of People's Deputies had signed up as members of the so-called Inter-Regional Group, a radical faction committed to faster democratic and economic reform.

At the same time as they elected a five-man collective leadership, the new group approved a radical platform. It demands a press and television free from Communist Party control, an end to the system of internal passports and travel restrictions, and indefinite leasehold property rights available to any individual.

The two-day founding meeting in the Congress of Deputies was treated with extreme caution, but tolerance, by the Soviet authorities. They are waiting to see just how much support it will gather.

Members claimed yesterday that up to 300 members of the Congress have expressed an interest in joining, including many of the increasingly independent-minded Communist and non-Communist deputies from the Baltic republics of Georgia and Armenia. However, their priorities are increasingly concentrated on their own sovereignty, rather than broader issues of Soviet reform.

With 260 members, the group already embraces more than 11 per cent of the deputies - and a quite disproportionate number of the most articulate and

outspoken ones.

Mr Yeltsin himself, who announced the formation of the group, topped the poll at yesterday's leadership vote, followed by Dr Yuri Afanasyev, a Soviet historian who appears to be the leading theoretician in the organisation, and Dr Gavril Popov, one of the country's most radical economists.

Dr Sakharov and Dr Viktor Palm, an academician from Estonia, make up the rest of a collective leadership. There was no agreement on a plan to rotate the chairmanship.

Dr Afanasyev made it clear that his vision of the group - described as "left-radical" in the official Soviet media - is of one sining at social democracy.

They should take a broader view of the socialist idea than in the past, he said, proceeding "from Jesus Christ, through Lenin's death agony, to contemporary social democracy."

He also urged Mr Mikhail Gorbachev, the Soviet leader, to make his political choice clear between faster reform and protection of the Communist Party establishment - the *nomenklatura*.

"Gorbachev is justifiably regarded as the man who launched reform," he said. "but the time has passed when he can successfully remain the leader of perestroika and the leader of the *nomenklatura*. He has to make a clear choice."

The first action the group plans is to collect the 451 signatures needed to summon an emergency meeting of the Congress of Deputies in September, specifically to approve changes to the constitution in time for regional and republican elections in the autumn.

Mr Gorbachev, under

extreme pressure from the party, had agreed to postpone the elections, but there has been a clamour of opposition.

The striking miners, popular front organisations and other informal groups are determined to use the occasion to get rid of more members of the ruling party bureaucracy.

Mr Yeltsin also announced that the group is going ahead with its own newspaper, to be called "People's Deputy," without the permission of the Communist Party central committee.

The 60-point platform of the group includes a vast range of democratic demands, as well as economic reform proposals - including a call for the rough

Opposing forces: Boris Yeltsin votes yesterday during the formation of a new radical group within parliament

to be made internationally convertible within two years.

The one establishment figure to address the meeting, Mr Yevgeny Primakov, chairman of the Soviet of the Union, urged the members not to become an "exclusive group" or "organisational cell."

But even by setting up with a platform, the organisation has declared itself the first public "faction" within the ruling party for almost 70 years.

Dr Oleg Bogomolov, a leading economist in the group, warned that the failure of the Polish Communist Party had been caused by its refusal to negotiate with the opposition.

Meanwhile, Matsushita, Sony's Japanese rival, is discussing proposals to enter the European automotive electronics market in collaboration with Bosch, the leading West German vehicle components maker.

Bosch, which already has a German joint venture with Matsushita in videorecorder (VCR) and compact disc (CD) player manufacturing, would supply the Japanese company with technology and commercial know-how, in return for help with its fledgling telecommunications business.

Sony already has eight European plants, making televisions and video recorders, VCRs, CDs, audio products and magnetic tapes. Mr Jack Schenck, head of Sony's European operations, said that the planned investments were intended to deepen the company's local presence in advance of 1992.

As well as responding to European Community pressure to raise the local content of existing production, Sony was "actively considering various options" for an early entry into electronic publishing and information services.

While AT&T officials declined to be more specific, the company is known to have developed several in-house

data bases and explored links

Japanese plan more expansion in Europe

By Guy de Jonquieres and Hugo Dixon in London

SONY, one of Japan's leading electronics companies, plans a big expansion of its European activities which will lead to the establishment of local operations in semiconductors and telecommunications by the early 1990s.

The plan, which is expected to involve investments of several hundred million dollars, will also include setting up in Europe several components plants and research and development laboratories.

Meanwhile, Matsushita, Sony's Japanese rival, is discussing proposals to enter the European automotive electronics market in collaboration with Bosch, the leading West German vehicle components maker.

The ban was originally set for seven years, but there had been some speculation in the communications industry that it might be extended by Judge Harold Greene, the US District Court judge who has had authority over the break-up and restructuring of the Bell telecommunications system since the anti-trust agreement.

The ban on AT&T's involvement in electronic publishing was to be lifted only if Judge Greene found that vigorous competition had developed in the industry and that the telephone company's participation would not allow it to establish a monopoly. With the ban due to expire on August 24 unless extended, AT&T appealed to the judge for a ruling. The judge confirmed on Friday that he saw no reason to continue the ban.

AT&T said the company was happy with the decision and was "actively considering various options" for an early entry into electronic publishing and information services.

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data bases and explored links

Continued on Page 16

US senators seek greater allied share of overseas defence bill

By Lionel Barber in Washington

THE SENATE Armed Forces committee, faced with growing budgetary pressures, will this week introduce a plan aimed at obtaining greater burden-sharing from US allies in Europe.

EUROPEAN Community's renegotiation of its Lomé aid convention with 65 developing countries is back on the rails, after Italy and Greece dropped demands for protection against some Third World farm imports. Page 2

EGYPT and the International Monetary Fund are near agreement on a standby accord, opening the way for a rescheduling of some \$50m of official debt. Page 4

BERLINER Handels- und Frankfurter Bank, West German merchant bank, reported a drop in partial operating profits of almost 3.9 per cent to DM742m (\$40m) in the first six months of this year against the corresponding period in 1988. Page 19

NORTH AMERICAN Gas Investment Trust, which aims to exploit an expected rise in the price of natural gas in the US, is coming to the main market via an offer for subscription to raise \$25m. Page 21

SCOR and UAP Reassurance, France's two main reinsurance companies, are to merge, creating a national reinsurer with joint premium income of about FF100m (\$100m) in 1990. Page 21

STEINBERG, Montreal-based food distribution and property group, Page 19

SHIELD, USM-owned property company rated in 1988 as one of the top performers over a five-year period for earnings per share growth, reported a 96 per cent slump in pre-tax profits for the year to end-March. Page 21

1990 defence budget, reflect growing pressure in Congress for the Allies to share more of the defence burden, at a time of domestic budgetary constraint in the US and improved relations with the Soviet Union.

This sets the stage for Senate and House members to meet in conference in an effort to reconcile the two chambers' defence spending bills. Talks are likely to be delayed until September with the SDI budget a prime target for cuts.

The House voted last week to mark a defeat for Mr Bush, but also for Democrat leaders such as Mr Les Aspin, chairman of the Armed Services committee, who had backed the President.

The revolt from the rank-and-file suggests a lack of consensus on defence, which remains in doubt about the need for the B-2 Stealth bomber costing more than \$500m each, to uncertainty over whether to proceed with either the MX or the Midgetman.

Together, the proposals, included in amendments to the

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The Senate, which has a more conservatively-inclined Democratic majority than the House, is expected to give broad support for Mr Bush's strategic programme.

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OVERSEAS NEWS

Dumas moves to restart Lebanon talks

By George Graham in Paris

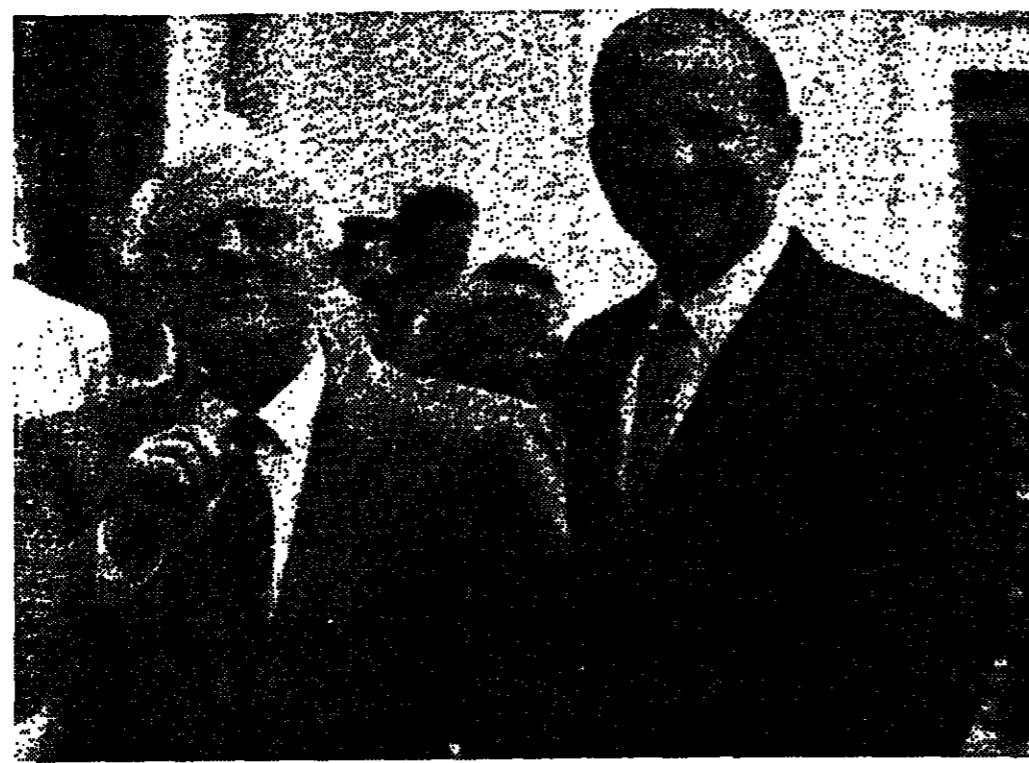
MR Roland Dumas, the French Foreign Minister, has taken advantage of the presence of 15 foreign ministers in Paris for the Cambodian peace conference to renew discussions on Lebanon, where intense shelling has again broken out in the last few days.

French officials said Lebanon had been at the centre of Mr Dumas's bilateral conversations yesterday morning with both Mr James Baker, the US Secretary of State, and Mr Eduard Shevardnadze, the Soviet Foreign Minister.

The ministers appear to have discussed the situation in Beirut and current Arab League peace efforts, but not to have considered any new initiative. "We will be consulting," Mr Shevardnadze said.

The talks came after three Arab League foreign ministers - from Morocco, Algeria and Saudi Arabia - held another meeting on the Lebanese crisis in the Moroccan capital, Rabat.

Heavy shelling since last week between the Syrian army and Christian forces led by Gen Michel Aoun has killed an estimated 60 people. A total of more than 500 have been killed and 2,000 wounded since artillery battles broke out in March.



THE Soviet and US foreign ministers, in Paris to attend the Cambodia peace conference, agreed this weekend to meet in the US in September to discuss a possible summit meeting between Mr Mikhail Gorbachev, the Soviet leader, and President Bush of the US.

After a meeting that lasted an hour longer than planned, Mr James Baker (above right), the US Secretary of State, said he would meet his Soviet counterpart, Mr Eduard Shevardnadze (above left), again on September 19, probably in Wyoming. Jackson Hole, a scenic spot

in the rugged Teton range, is one possibility.

Mr Shevardnadze said a superpower summit could take place "rather soon" if talks on September 19 and 20 went well. But Mr Baker would not be drawn on a date.

September's full-scale ministerial meeting will cover arms control, human rights, regional issues, bilateral relations and the environment, as well as summit preparations.

The Soviet Union is impatient to get the process of arms control restarted, but the US is more wary.

Polish Government to lift rationing of meat tomorrow

By Christopher Bobinski in Warsaw

THE Polish Government is to lift meat rationing tomorrow and let prices double.

This follows the election at the weekend of Mr Mieczyslaw Rakowski, outgoing Prime Minister, and a close political ally of General Wojciech Jaruzelski, the country's newly-elected President, as Communist Party leader.

The former newspaper editor's promotion came as his government decided to go ahead with allowing food prices to be set by the market, risking industrial unrest.

Already, transport workers are threatening to strike for higher wages. Similar warnings have been issued by the Gdynia and northern shipyards. The Solidarity leadership warned against implementing the meat price move and demanded wage rises to compensate for the rise in living costs.

In a secret ballot for the leadership, 171 central committee members voted for Mr Rakowski, who won a reputation as a liberal in the 1970s, and 41 against. It seems he owes his majority to a deal with spokesmen for the conservative apparatus such as Mr Janusz Kusociwicz, party leader in Warsaw, and Mr Mafred Goryiewicz, first secretary in Katowice, who joined the Politburo as a result.

The central committee wreaked its revenge on some members of the leadership blamed for the party's election fiasco last month. Men such as Mr Stanislaw Ciosek and Mr Jozef Cyrek, architects of the round-table talks last spring which opened the way for Solidarity's return, had to resign. Mr Rakowski has brought

Dim outlook for Labour in Norway

By Karen Fossel in Oslo

NORWAY'S general election on September 11 promises to be the "strangest election in 60 years", according to Mr Helge Seip, former cabinet member and well-respected political barometer for more than half a century.

One is Mr Martin Swiecki, a market-oriented economist who won his seat in Parliament with some help from Solidarity in Warsaw and who will oversee economic affairs. Another is Mr Marek Krol, editor of *Wprost*, one of Poland's liveliest weekly papers and the party's parliamentary group's press spokesman.

Mr Rakowski, who won Solidarity's hostility for his support of martial law, has risen to the top party post when power will no longer be centralised in the Politburo. Gen Jaruzelski continues to hold ultimate decision-making power.

Mr Rakowski, as Prime Minister, has established the principle that the government should be autonomous from the Politburo, and the party's parliamentary group is demanding its voice on policy-making be treated as seriously as the central committee's.

Mr Alfred Miodowicz, leader of the official union OPZZ, has resigned from the Politburo, signalling his movement wants to be seen as more autonomous.

Mr Rakowski's task is now to try to transform the party into a political force capable of winning elections rather than governing by dint of mere ideological imperatives. He will have to retain a measure of unity between the dominant conservative apparatus, and the reformers.

Conventional wisdom - and Mr Seip's - makes the populist and anti-establishment Progress Party Norway's third largest, with up to 17 per cent.

"They're defecting from both the Labour and Conservative parties and you could say that Progress will become Norway's second largest Labour party after the election."

Soviet German republic plan

By David Goodhart in Bonn

MR Helmut Kohl, the West German Chancellor, has warmly welcomed a tentative Soviet proposal to establish a special German-Soviet trade zone combined with a new republic for Soviets of German descent in Kaliningrad, near the Baltic Sea.

Kaliningrad is now a pocket of the Russian Republic of Lithuania, squeezed between Poland and Soviet Lithuania, but before coming under Soviet control it was known as Königsberg and was the easternmost outpost of pre-war Germany. It is probably best known as the home of 18th-century German phi-

osopher Immanuel Kant.

The Soviet proposal appears to be an imaginative way of combining Germany's interests in its old territories and in the treatment of Soviet Germans, and Soviet interests in attracting Western capital and technology.

An additional bonus for Bonn is that a "homeland" for Soviet Germans might stem the tide of those ethnic Germans emigrating to West Germany. The flow of ethnic Germans from the Eastern Bloc is stirring up resentment among poorer West Germans and increasing support for the far-

right Republicans. About 50,000 Soviet Germans arrived in Germany in 1988.

Large groups of Soviet Germans are settled in the Central Asian republic of Kazakhstan, where they were forcibly relocated from the Volga region by Stalin before and during World War II. Kaliningrad might be a suitable site for a proper Soviet German republic because it is relatively undeveloped and sparsely populated.

The idea of a special German-Soviet trade zone around Kaliningrad was first floated during President Gorbachev's visit to Bonn last month.

free-wheeling capitalism, but residents have angrily accused Britain of not doing enough to reassure them.

Britain's refusal to grant automatic residence rights to more than 3m Hong Kong British passport-holders has further inflamed passions in the Crown Colony.

Diplomatic analysts said the Major-Qian meeting reflected London's declared policy of avoiding measures that could push China further into isolation.

In a separate meeting with US Secretary of State James Baker, Mr Major said Vietnamese refugees in Hong Kong would be sent home only with the agreement of Vietnam.

China has promised not to interfere with Hong Kong's

changed job.

The most striking sign of Thatcherite principles to bear on his new job at the Foreign Office, George Graham writes.

His first outing to Paris for the international conference on peace in Cambodia has provided a heaven-sent opportunity for saving money by allowing him to meet all his major international counterparts, within a week of his nomination, for the price of a single air ticket - a reminder that his experience of budget-cutting will not be thrown out of the window now that he has

Mr Major at least passed up

one other opportunity presented by the Cambodian question to beat the Thatcherite drum. In Mrs Thatcher's recent brush with President François Mitterrand over who had invented human rights, the French scored a telling blow by noting that the Chinese students protesting in Peking's Tiananmen Square had sung the *Marseillaise*. Britain can counterattack, however, by remarking that Pol Pot, who ruled Cambodia for four bloody years from 1975 to 1979, also explicitly drew his inspiration from the French Revolution.

Andreotti government wins vote of confidence

MR Giulio Andreotti, Italy's Prime Minister, won his final vote of confidence for his five-party government yesterday and appealed to Italians to fight the "murderous and corrupting" influence of organised crime, Reuter reports from Rome.

The Chamber of Deputies voted 371 to 200 for Italy's 49th post-war government, giving it full powers to tackle urgent problems, listed by Mr Andreotti as the Mafia, preparation for the 1992 single European market, drugs and tax evasion.

The coalition of Christian Democrats, Socialists, Republicans, Liberals and Social Democrats resurrected by Mr Andreotti after a two-month political crisis won a first vote of confidence in the Senate on Thursday.

Cyprus unity talks may resume

Two Greek-Cypriot priests, the last of 108 protesters seized by Turkish-Cypriot police 11 days ago, returned home yesterday amid hopes that reunification talks could now resume, Reuter reports from Nicosia.

Cyprus government spokesman Akis Fanta said he hoped the next round of the UN-sponsored negotiations would be held later this week.

South Yemen reform plan

South Yemen is introducing political and economic reforms aimed at correcting "past mistakes" and improving relations with its estranged neighbours, Reuter reports from Aden.

The ambitious plans, published yesterday in the official weekly magazine *al-Thawra*, set new economic, foreign and domestic policy goals.

Yugoslavs warned on ethnic tensions

A top Yugoslav official said yesterday that nationalist disputes had infiltrated the ruling Communist Party from its leadership to the grass roots, Reuter reports from Belgrade.

"Inter-ethnic divisions and quarrels are permeating the party," politburo member Ivo Racan told a Central Committee plenary session on inter-ethnic relations, due to finish today.

Vietnamese to settle in US

Vietnam and the US have agreed on a programme allowing Vietnamese who worked with US forces during the Indochina war to resettle in America, Reuter reports from Bangkok.

Hanoi Radio said yesterday that under the agreement reached during a visit by a US delegation last Thursday and Friday a first group would be able to leave by the end of this year to join relatives in the US.

Philippine talks

The Philippines will open talks with its creditor banks in New York on August 8, in a bid to be the first country to make a deal with a US-sponsored plan to cut Third World debt, Reuter reports from Manila.

Brazil inflation up

Brazil's inflation rate increased to 28.8 per cent in July from 26.9 per cent last month, giving an accumulated inflation of 255 per cent for the first seven months, Ivo Dawayne writes from Rio de Janeiro. The rise was smaller than markets had anticipated.

The most technical question to be sorted out is whether mergers not covered by the regulation itself could still run into trouble from existing EC competition rules, a problem ominously known as "double jeopardy" in Community jargon.

Sir Leon Brittan, Commissioner for competition policy, maintains that the whole point of the regulation is to apply the EC Treaty's Articles 85 and 86 - banning distortions of competition and abuses of dominant market positions - to mergers.

So it follows, he argues, that the Commission will not take action against takeovers outside the regulation's scope.

However, there is nothing to stop, say disgruntled counter-bidders from using any EC Treaty provision their lawyers can find to try to get the European Court of Justice to stop a merger.

"We think the problem is theoretical rather than real. But even so, we can't offer a solid guarantee," admits a Commission official.

Any involved want to avoid double jeopardy, say the challenge here is to get the clever drafting that deep debate about the role of competition law.

Even so, the committee of national and Commission experts responsible for dismantling all this has its work cut out if they are to fulfil Mrs Cresson's request by the end of the summer holidays.

That is to get the merger control plan into good enough shape to make it to the finishing post without stumbling too painfully.

1992: THE EUROPEAN MARKET

ent powers to influence potentially anti-competitive mergers are inadequate. The Commission can only act after the conclusion of the deal, an infuriating uncertainty for bidders. It can only apply the existing vague EC competition rules, never drafted with mergers in mind.

It is remarkable that France of all countries should take its EC presidential responsibilities so seriously in this respect. For it was until recently one of the proposal's toughest critics.

President Giscard has had surprising effects on governments in the EC chair before. But this change of heart could also well reflect the growing number of French cross-border corporate bids by French companies keen to buy positions in the 1992 single market.

"A number of them have told us they have come across obstacles in other member states. They don't like it and they think they might get a better deal from the Community," argues a Commission official.

Even British and West German officials, tougher sceptics than their French colleagues used to be, believe Paris has a fair chance of pulling it off. "We can at the very least expect some kind of a crunch point before the end of the year," says one national negotiator.

Everybody agrees Brussels' pres-

The next stage will be for member states' ambassadors to the EC to try, over the summer, to settle some of the main points impeding agreement, so that ministers have a good chance of making progress next time they meet at the next Internal Market Council on September 18.

The few national competition officials left in Brussels over the summer months will spend their time trying to sort out the following issues.

The biggest point is wrapped up with a broader debate on the extent to which the EC should develop an industrial policy to answer the competitive threat from the US and Japan.

Most member states, for different reasons, believe it would be quite wrong that the Commission should use pure competition criteria to decide whether to block or support mergers.

The Commission wants some flexibility in the regulation, but not quite the same sort that those member states have in mind. While anti-competitive mergers should generally be banned, they might be allowed in special circumstances.

They should help economic progress, better production or distribution, while giving consumers a fair share of the benefits. A formula drawn from the EC's existing competition rules, and obviously open to very different readings.

On the right of the Brussels authorities stand the UK and West Germany, which think such flexibility would give too much industrial policy-making scope to the Commission's competition department, a body subject to only limited democratic control.

Sir Gordon Borrie, Britain's direc-

tor general of fair trading, and Professor Wolfgang Kartte, President of West Germany's Bundeskartellamt (federal cartel office), both fear the Brussels authorities could seriously abuse any power to favour anti-competitive mergers that might have broader economic benefits.

They want Brussels to follow the example of their own anti-trust organisations and apply the purest competition criteria.

On the left stands France, which wants even more scope than proposed, to allow mega-deals to go ahead in the interest of defending European industry's place in the world. Italy, Spain and Portugal are in the middle, and even though their main interest is in boosting jobs in poor regions.

"It is our job to be more or less in the middle. We see no reason to budge on the criteria," says a Commission official. One solution being aired in Brussels would be to give national officials or even Ministers more of a say than at present in decisions on the broader economic benefits of cross-border mergers.

Then there is the size of takeover to be covered. The Commission want to set the ceiling at mergers with

combined world turnovers of Ecu5bn (Ecu3.35bn), falling to Ecu2bn by the end of 1992.

In addition, the smaller partner in the deal must have more than Ecu100m EC-wide sales and less than two-thirds of new group's sales must be in one member state.

Procedure: Commission informed in advance, takes up to a month to

generalise world turnovers of Ecu5bn (Ecu3.35bn), falling to Ecu2bn by the end of 1992.

In addition, the smaller partner in the deal must have more than Ecu100m EC-wide sales and less than two-thirds of new group's sales must be in one member state.

Then again, member states are split down the middle. Britain, France, West Germany and Spain think these thresholds should be much bigger, a reflection of their industries' need to increase its size for the internal market. At a pinch, the "big four" could live with a permanent Ecu5bn threshold, say officials.

Against them are ranged Belgium, the Netherlands and Ireland, which want lower thresholds so as to catch as many mergers as possible. Some of them even think the Commission has compromised too far over its original proposal for an Ecu5bn threshold.

Broadly, these are small countries, which tend to have open economies, with almost no anti-trust controls to keep out foreign invaders. Surpris-

ingly, Italy is also part of this group. At any rate, they look to Brussels to provide the national merger control rules they lack and need.

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So it follows, he argues, that the Commission will not take action against takeovers outside the regulation's scope.

However, there is nothing to stop, say disgruntled counter-bidders from using any EC Treaty provision their lawyers can find to try to get the European Court of Justice to stop a merger.

"We think the problem is theoretical rather than real. But even so, we can't offer a solid guarantee," admits a Commission official.

Any involved want to avoid double jeopardy, say the challenge here is to get the clever drafting that deep debate about the role of competition law.</

الجلد 150

OVERSEAS NEWS

HDTV prospects much exaggerated says study

By Peter Riddell, US Editor in Washington

THE market prospects in the US for high definition television have been greatly exaggerated, according to a Congressional study which challenges the growing industrial and political lobby for Federal Government support to develop the advanced technology involved.

The report, from the Congressional Budget Office, comes at a time when the US administration is reassessing its attitude and preparing to produce a detailed plan.

HDTV, which offers a much sharper television picture than existing technology, has become the focus of an intense debate about the US's ability to remain internationally competitive, particularly against Japan, in areas of high technology.

Mr Robert Mosbacher, the Commerce Secretary, earlier this year stressed the importance of a large US presence in a market which would reach \$140bn over the next 20 years in order to strengthen America's industrial base. The US electronics industry and leading Congressmen of both parties have pressed for Federal support.

However, the Congressional Budget Office study questions



Robert Mosbacher: stressed need for US presence

some of the assertions made about HDTV's prospects and its broader impact.

In particular, it concludes that "even the most optimistic market growth would be unlikely to affect other electronics industries in the way suggested by proponents of HDTV - accounting in 2010 for less than 10 per cent of the size of today's electronic equipment sales."

The study also questions the potential consumer demand for the improved television pic-

tures offered by HDTV.

Ahead of publication, the study has been attacked as "too narrowly based" by the American Electronics Association, which has urged \$1.3bn in Federal aid for development of HDTV.

Congressional supporters of large-scale assistance are also preparing to challenge the study, which they suggest ignores both widespread research indicating the importance of HDTV as a leader of new electronic technology and the scale of development in Japan and Europe.

Mr Mosbacher originally promised to outline proposals on HDTV development by July 1, but these have been delayed until September at the earliest, amid signs that the administration wants to relate HDTV development to other technologies.

Mr Wayne Berman, the Commerce Department counsellor who chairs the administration task force on HDTV, last week backed Government support for basic research, like high-definition displays.

However, he added that it was inappropriate for the Government to pour in several billion dollars in loans and loan guarantees and "set a national priority to develop HDTV."

SA faces mass action campaign

By Patti Waldmeir in Johannesburg

SOUTH Africa's anti-apartheid groups are planning a campaign of civil disobedience later this week in which black patients are being called on to seek treatment at whites-only hospitals.

Mass action in the country has been rare since Pretoria imposed a state of emergency three years ago. Some 30,000 people were detained and restrictions were placed on most forms of political activity.

Most detainees have since been released and the same campaign this week could prove an important test both of their ability to organise opposition to the state, and of Pretoria's attitude to such opposition.

Mr Adriaan Vlok, the Minister of Law and Order, accused the "mass democratic movement" (a loose coalition of opposition groups) of planning violent disruptions of the forthcoming elections. The MDM insists its protest is intended to be peaceful.

The MDM says the challenge to the country's segregated system of health care on Wednesday was not aimed at disrupting hospital services, and that only genuinely ill patients would be encouraged to take part.

Peru steps up fight against rebels

By Barbara Durr in Lima

THE PERUVIAN army has stepped up its action against guerrillas in the country's main coca-growing area, killing 118 rebels in a single night.

According to a communiqué by Peruvian military high command, three armed clashes took place on the night of July 27 and the early hours of July 28. At least seven soldiers were killed.

This is the most spectacular

success for the Peruvian army since it changed its campaign against guerrillas in the Upper Huallaga Valley, Peru's main coca region.

General Alberto Arciniegas, in charge of the military emergency zone in the valley, has developed in recent months a fresh strategy using helicopters and better intelligence.

The guerrillas, largely from the Sendero Luminoso group but also from the Tupac

Amaru Revolutionary Movement, have dominated the valley for most of the last two years, collecting vast sums of "taxes" from drug traffickers.

President Alan Garcia last week acknowledged Gen Arciniegas's successes in a visit to the Huallaga Valley.

In his only new initiative on insurgency, Mr Garcia made a proposal to Congress for military tribunals for insurgents, but the left-wing parties are unlikely to allow it to prosper.

He suggested that military control of the guerrillas was needed to end the conflict, an assessment that was disputed by most opposition politicians.

Gen Arciniegas is widely viewed as an exception.

In his only new initiative on insurgency, Mr Garcia made a proposal to Congress for military tribunals for insurgents, but the left-wing parties are unlikely to allow it to prosper.

subsistence agriculture, stress will be placed on peasant family farming rather than on the inefficient state-farming sector.

Backed by a three-year-old economic recovery programme sponsored by the International Monetary Fund, the government will continue a process of economic liberalisation that includes on-going devaluation, consumer subsidy removals, budget deficit cuts, and a greater role for the private sector.

In an effort to reduce a balance of payments deficit in which imports exceed exports by more than seven times, increased emphasis will be laid on foreign investment and hard-currency earnings through light industry.

Maputo moves further from Marxist path

By Nicholas Woodsworth in Maputo

DELEGATES at the Fifth National Congress of Mozambique's ruling Frelimo party yesterday voted approval of a party programme and a set of economic and social directives that mark a further shift away from the country's traditional path of Marxist development.

While Frelimo remains committed to socialism, it has, in contrast to the last party programme adopted in 1983, dropped all reference to Marxism-Leninism.

Where the previous programme outlined the political task of educating workers in Marxist-Leninist consciousness and "smashing the class enemy," it now places greater emphasis on the promotion of social equality.

Frelimo no longer defines the state as a "revolutionary democratic dictatorship of workers and peasants," but now sees itself as "a vanguard party which seeks to express the will and the feelings of all the people."

The ideological shift away from class orientation to the development of national consensus was presented by Mozambique President Joaquim Chissano as "a real framework for the problems facing the country in its 13-year war against rebels of the Mozambique National Resistance.

The more pragmatic approach will result in changes to Frelimo's party structure and its direction of the country's economic development.

Party membership, currently limited to 200,000 out of a total population of 15m, will be enlarged in order to broaden its base of political support. Frelimo will allow representation from groups previously excluded; these include private sector businessmen and property owners, religious leaders, and polygamists from Mozambique's sizeable Moslem community.

A Frelimo central committee report delivered during the Congress said it was no longer the state's responsibility to create wealth; individuals should instead play a larger role in economic development.

In a country where in times of peace more than 80 per cent of the population is involved in

Chile votes in referendum on constitutional reform

PRESIDENT Augusto Pinochet and his political opponents led millions of Chileans yesterday in voting in a referendum on constitutional reform. Reuters reports from Santiago.

The general and opposition leader Mr Patricio Aylwin were among the first to cast their votes in the "yes" or "no" ballot on the reforms, agreed between the government and its opponents last month, which include curbs on the future political power of the military.

"There is no confrontation in this plebiscite (which) opens a route of hope to the reconstruction of democracy in our country," Mr Aylwin, opposition candidate in this December's presidential elections, told journalists.

Gen Pinochet and his opponents both called on Chileans

to approve the package, but differed sharply in their pre-poll propaganda on the significance of the vote.

The opposition sees the reforms as a first step towards full democracy, but the government portrayed them as giving stability to the constitution.

Opposition parties, favoured by opinion polls to win the December election, have pledged further reform once in power.

Gen Pinochet, 73, who has once said he would not change a comma of the constitution, drawn up to his specifications in 1980, was forced to agree to the reforms after losing a plebiscite last October on his continued rule.

His defeat led to the calling of presidential and congressional elections.

Shipping Report

Tanker market rates fall

By Kevin Brown, Transport Correspondent

RATES fell in the tanker market last week, largely as a result of a low level of inquiry from charterers in almost all loading areas.

Some large ship movements from the Middle East Gulf were reported, but not enough to hold the slide in rates, brokers said.

By the end of the week, Exxon was able to fix a ship of 300,000 tons from the Gulf to the Red Sea at Worldscale 35, and a vessel of 270,000 tons was fixed for the same trip at Worldscale 40, a reduction of 2.5 points on the week.

The decline in rates spread

to West Africa, where brokers said charterers were able to fix vessels in the 1m barrels class for discharge in the US Gulf at Worldscale 80.

The Mediterranean was said to be buoyant for some classes of vessel, but there was little demand for vessels available in the early part of August. Ships of 80,000 tons were being fixed to the UK at Worldscale 80.

There was little good news for owners in the Caribbean and North Sea. A New York charterer was said to have secured cover for 80,000 tons from the North Sea to the US Gulf at less than Worldscale 90.

WORLD ECONOMIC INDICATORS

UNEMPLOYMENT				
US 000's	June '89	May '89	Apr '89	June '88
%	6,561.0	6,395.0	6,546.0	6,523.0
%	5.3	5.2	5.3	5.4
UK 000's	1,743.0	1,803.0	1,884.0	2,341.0
%	5.1	5.2	5.3	8.2
W Germany 000's	1,910.0	1,943.0	2,035.0	2,131.0
%	7.4	7.8	7.9	8.4
Belgium 000's	348.6	357.8	366.4	365.7
%	9.1	9.2	9.5	10.1
	May '89	Apr '89	Mar '89	May '88
Japan 000's	1,505.0	1,560.0	1,630.0	1,580.0
%	2.4	2.5	2.6	2.5
Netherlands 000's	378.0	408.0	428.0	420.0
%	6.3	6.6	6.9	6.2
France 000's	2,410.0	2,480.0	2,547.0	2,450.0
%	10.2	10.5	10.8	10.3
Italy 000's	3,878.0	3,945.0	3,952.0	3,816.0
%	16.4	16.8	16.7	16.3

Source: except US, UK, Japan, Europe

NOTICE TO HOLDERS OF
Warrants to Subscribe for Shares
of Common Stock of

MARUBENI CORPORATION (the "Company")

issued in conjunction with
U.S. \$75,000,000 7% per cent. Guaranteed Notes due 1992
(the "7% Notes")

and
U.S. \$300,000,000 2 per cent. Guaranteed Notes due 1992
(the "2% Notes")

Notice is hereby given, that as a result of the issuance of convertible securities by the Company, the subscription price of the above mentioned Warrants will be adjusted pursuant to Clauses (A) and (C) of the Instruments relating to the Warrants dated 7th October, 1985 and 13th July, 1987, respectively, as follows:

1. Right to purchase prior to 10th August, 1989.

Yen 364.50 per share of common stock relating to the 7% Notes.

Yen 364.50 per share of common stock relating to the 2% Notes.

3. Effective Date: 21st July, 1989.

MARUBENI CORPORATION
By: The Bank of Tokyo Trust Company
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Dated: July 31, 1989

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OVERSEAS NEWS

Rift among Mujahideen leaders grows

By Christina Lamb in Islamabad

THE growing rift between leaders of the Afghan resistance has worsened with Burhanuddin Rabbani, head of Jamiat Islami, calling for the ousting of Gulbuddin Hekmatyar's party, Hezbi Islami, from the interim government.

Rivalry between the two parties, which both consider themselves the strongest militarily, has been increasingly bitter since a Hezbi commander massacred 30 Jamiat Mujahideen in the northern town of Farkhar two weeks ago.

On Saturday, Rabbani and

dent of the interim government, staged a protest rally against Hekmatyar, attended by five of the seven guerrilla leaders, all of whom condemned the Hezbi action.

Speakers at the five-hour meeting denounced Hezbi Islami as "professional terrorists".

In his strongest statement to date, Mojaddidi said: "Those involved in such incidents could not be called Moslem or Mujahideen". Without mentioning Hekmatyar's name, he said: "It was not the first time men of this organisation killed innocent commanders," and added that a delegation was

visit Farkhar to review the incident.

Rabbani called the massacre part of a "dangerous plot" to eliminate top Jamiat commanders. "The crime was beyond the capability and decision-making capacity of a local commander. Hezbi leadership must take responsibility."

He proposed that Hezbi be suspended from the interim government until the commission announces its findings.

The rift comes at a bad time, with superpower talks on Afghanistan due to start today. While Pakistan's military intelligence is playing it down as "a

tribal feud", Western diplomats in Islamabad say: "This is an extremely serious matter which raises questions about the ability of these groups to get their act together. It will set the pattern of fighting for months to come."

• AP reports from Kabul: Rockets hit Kabul on Saturday, some of them showering shrapnel over a crowded bazaar. The government said 12 people were killed and 56 injured.

In the past month, the rebels have been launching rockets from behind the hills that ring the capital. More than 200 people have died.

US policy under fire in Islamabad

A single coherent plan is hard to achieve, Christina Lamb reports

WITH the first super-power talks on Afghanistan in 18 months due to get under way today, US policy in the region is coming under increasing fire in Islamabad.

The most vociferous critics are the Western Europeans, who are accusing Washington of "paying lip-service to a political solution while following a line which can only worsen the situation".

The Helsinki talks are expected to be little more than a restatement of respective positions, with the Soviet Union calling for a ceasefire, a halt in arms supply, and a coalition of all parties in the 11-year conflict.

The US refuses to countenance anything involving the participation of President Najibullah's Soviet-backed ruling People's Democratic Party (PDP).

Despite the worsening battlefield fortunes of the Mujahideen guerrillas since the departure of the Soviet Union's troops, and the total failure of the Afghan Interim Government (AIG) to establish itself, US policy is still predicated on

a military victory and installation of the AIG in Kabul.

One European diplomat complains: "They seem blind to the facts. The Mujahideen failure to capture Jalalabad should have shown them that this guerrilla force is not about to defeat a deeply entrenched, well-equipped and trained army with an air force."

Another diplomat says: "We all share the same objective - the removal of an unpopular regime - and realise that military pressure is necessary to improve the resistance's bargaining position, but just pouring in arms won't solve anything."

There have been repeated intelligence failures despite the large US presence in Pakistan. Having underestimated the strength of the Najib regime, they predicted mass defections and were so confident of a collapse from within that they even reduced arms supplies before the Mujahideen attack on Jalalabad.

The large number of US agencies involved means a single coherent policy is hard to achieve, and there is a reluctance to admit mistakes. A

European diplomat says: "I would have hoped for more honesty and objectivity."

Defending the US line, one official argues: "The Mujahideen will not go along with a political solution which involves the PDPA. The Soviet Union and PDPA will accept nothing but a coalition. There can be no political solution until the facts on the ground change one or other assessment."

Abdul Haq, a prominent Mujahideen commander and critic of US policy, argues: "The problem is political, not military." Mujahideen are refusing to fight for a government which they consider unrepresentative, but Haq argues: "The US is making sure there is no other option."

The fact that neither Pakistan nor Washington has recognised the AIG is an admission of its lack of credibility. The US embassy line is that "the AIG is getting its act together - the health and reconstruction ministries are working."

However, officials admit privately: "It's a joke. How can seven artificially created parties who all hate each other sit

down and form a government? The problem is if we pull the carpet from under them, we have nothing."

The US has made little secret of the fact that the Mujahideen have the summer to reverse their battlefield fortunes before a policy reappraisal.

European diplomats complain: "This is like hanging out a banner for Najib: who has to hold on until winter."

Expecting little improvement in the Mujahideen ground position, Pakistan's foreign office is anxious for the US to come up with a compromise, fearing they will find themselves abandoned.

Pakistan's close ally, Iran, is blocking an alliance between Mujahideen based in Pakistan and Iran. A senior figure in Pakistan's Foreign Ministry admits: "We are facing waning international support."

It is in our interest that the Afghan problem is resolved, but we have so much baggage to carry, pleasing the US, Saudi Arabia and Iran and the opposition at home. For the moment, initiatives will have to come from the Soviet side."

Egypt and IMF near new accord

By Tony Walker in Cairo

EGYPT and the International Monetary Fund are near agreement on a new standby accord, opening the way for a Paris Club rescheduling of some \$5bn (£2.9bn) official debt, according to IMF and Egyptian officials.

Dr Shukrour Shalaan, IMF regional director, left Egypt at the weekend. Officials say Egypt is putting finishing touches to a "letter of intent" expected to be ready when Mr Shalaan returns to Cairo late in August.

Differences persist over interest and exchange rate policy. But Egypt's recent decision to bring the rate at which customs duties are levied into line with the commercial bank rate is seen as a positive development.

The Fund has been urging a sharp increase in real interest rates to encourage savings in Egyptian pounds.

The IMF has also been calling for a further rationalisation of Egypt's multi-tiered exchange rate system.

Fund officials point to steps taken recently as a sign that Egypt is serious in its effort to reduce its budget deficit and restructure its debt-burdened economy.

These steps include energy price increases, a tax increase on cigarettes and an effective rise in bread prices.

Rafsanjani vote overshadowed

By Andrew Gowers, Middle East Editor

CONFIRMATION of Hojatoleslam Ali Akbar Hashemi Rafsanjani as Iran's new President was yesterday overshadowed by figures showing that the turnout to elect him were lower than hoped.

In Friday's election, widely seen as a foregone conclusion, Mr Rafsanjani won 94.5 per cent of votes cast, with only 3.8 per cent going to the token candidate, Mr Abbas Sheibani.

Mr Rafsanjani, who has up to now combined the roles of parliament speaker and military commander in chief, is thus set to become Iran's fourth president. He could also be the most powerful in the 10-year history of the Islamic Republic following the approval, also on Friday, of sweeping constitutional changes.

But according to final returns, announced yesterday, only 16.8m of an estimated 24m eligible voters cast their ballots. This means around 30 per cent of eligible electors stayed away, despite an intense campaign to get Iranians to vote as a show of support for the Islamic Republic following the death of its founder, Ayatollah Khomeini, on June 3.

Three grand ayatollahs had joined the effort to persuade Iranians it was their "religious duty" to vote.

The authorities claimed Friday's turnout was a record, "proving the strength and stability of the Islamic Revolution". But according to the official media, the figure compares



President Rafsanjani

problems Mr Rafsanjani will face came yesterday, when the interior Minister, seen as a leading hardliner, said Islamic groups would retaliate against US and Israeli interests for Israel's kidnapping of a Lebanese Shia leader on Friday.

• The amendments to the Iranian constitution approved by an overwhelming vote abolish the post of prime minister and make the president the chief executive, agencies add.

The amendments end a division of power between president and prime minister which led to ministerial posts being left vacant and delays in other decisions over the past 10 years.

Under the amendments: The president becomes the chief executive responsible to the people, the supreme spiritual leader, currently Ayatollah Khomeini, and parliament. The new president will choose vice presidents, but ministers of his choice need to be approved by parliament. He will also take over direct responsibility for planning and the budget, previously handled by a minister.

The supreme court may disqualify the president and parliament may impeach him by a two-thirds vote if one-third of deputies demand impeachment. The supreme leader can still remove the president from office.

Iran's supreme leader remains the highest figure in the Islamic republic with the authority to set policy and declare war or peace.

An early portrait of the inter-

Indians scramble for college places

Higher education is a lottery open to abuse, writes K.K. Sharma

R AHUL Gandhi, 18-year-old son of the Indian Prime Minister, has been admitted to the prestigious St Stephen's College of the University of Delhi on the strength of a certificate he has got for proficiency in rifle shooting.

Rahul's easy acceptance by the most coveted educational institution in Delhi inevitably became the subject of a fierce controversy because his relatively low marks in secondary school examinations did not qualify him for the history honours course he is to study.

Admission to universities in India is not easy because the flood of highly-qualified students who score high marks in school is too much to cope with for universities and colleges with limited accommodation.

It helps to have political influence even though the ostensible reason for giving Rahul preference over better qualified students is the weight given to excellence in sports, even though rifle-shooting is not a recognised sport in Delhi University.

One reason for the criticism is that thousands of university applicants were rejected despite their outstanding

marks in the school certificate examinations. Students with 90 per cent marks and more failed to get admission to coveted science and engineering courses.

Many switched to arts and related courses like history or economics, only to push out those who had opted for these subjects in school and obtained lower marks.

Getting admission to Indian universities has become a rat race that takes place every summer with the competition getting stiffer every year.

Each year the contest becomes tougher because the number leaving school outstrips the provision of university facilities to cater for them.

There are more than 15,000 higher secondary schools in the country and they turn out something like four million

jobs rather than add to the increasing number of educated unemployed who obtain a general degree that does not qualify them for any kind of profession or specialised jobs.

At present, vocational education is usually the choice of those who fail to find admission to colleges, although educationalists claim attitudes are changing because it is increasingly being realised that merely acquiring a university degree does not guarantee a job.

This has been encouraged by the fact that there are now a number of occupations that are becoming socially acceptable and even desirable. These include hotel management and fashion designing and computer science and various kinds of technical courses.

There are now specialised institutions for students opting for such vocations in preference to a general degree.

Such is the scale of unemployment in the country that admission to even these increasingly involves much the same kind of scramble as for general degree courses. The reason is the same: there are too many students competing for limited number of academic places.

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Amersham to expand Cardiff Operation

By Anthony Moreton, Welsh Correspondent

AMERSHAM International is to expand its Cardiff plant, turning it into its biggest centre for the manufacture of life-science products.

The company - a world leader in these products - is negotiating to buy an 11-acre site. The project's cost is believed to be more than £10m.

If the deal goes through, as is expected, 200 jobs could be created by 1992, taking the number employed on the site to more than 900.

Dr Stuart Burgess, managing director of Amersham - which was privatised in 1982 - confirmed the company was "interested in the 11-acre site that stands next to our present production sites in Britain - Amersham is the other - and it will become the most important and the largest."

Amersham is involved in leading-edge technology for DNA fingerprinting, food irradiation and AIDS testing. It makes clinical testing kits, instruments and chemicals for biology researchers.

It has also been moving into non-radioactive products, with output doubling over the past two years to about 15 per cent of the £150m turnover.

• Ron Loveland, director of Wintech, the technical arm of Welsh Development Agency, said: "Expansion by such a sophisticated firm is always to be welcomed. Amersham is a very important part of the economy of Cardiff and for it to consider expansion indicates great confidence in the ability of the whole of South Wales to produce just what the company needs."

Amersham is getting its act together - the health and reconstruction ministries are working."

However, officials admit privately: "It's a joke. How can seven artificially created parties who all hate each other sit

By David Thomas, Education Correspondent

BRITISH BUSINESS has more than doubled its support for UK universities through research contracts over the past five years, making this the fastest growing component of university income, figures published today show.

As a result, contracts with British industry and commerce sustained 1,600 of the 45,900 full-time academic staff in UK universities last year.

The Government is likely to welcome this sign of growing links between British business and higher education, as well as further evidence of reduced university reliance on exchequer grants contained in figures from the annual financial report from the Universities Funding Council published today.

Universities' total income increased by 37 per cent in cash terms to £2.705bn in the five years to 1987-88, including a 9 per cent increase in the year since 1986-87. The value of exchequer grants increased by 21 per cent and 8 per cent over the corresponding periods.

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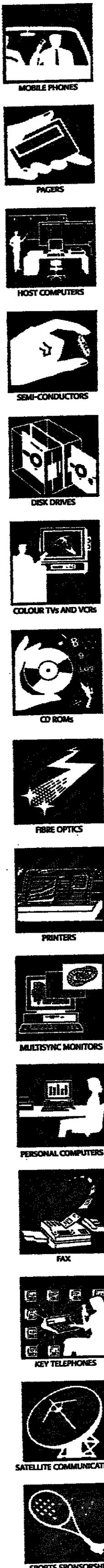
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17740	Bacardi Group (SIS)	200nd	+3	6.7	5.4	-
21460	Bardon Group Co. Pref. ISD	123	0	6.7	5.4	-
5806	Bayer Technologies	96	-1	5.9	6.1	8.5
105	Brentifill Const. Co.	105	0	11.0	10.5	-
104	Brentifill B's New C.C.R.P.	104	0	11.0	10.6	-
280	CACI Group Ordinary	280	-2	14.7	5.1	3.5
16740	Caron, 40% Govt. Pref.	146	0	12.7	8.9	-
8933	Caron, Pct. SIS	210	0	7.6	3.6	12.4
770	Cats 7.5% Pref. ISD	110	0	10.3	9.4	-
725	- Magpas GP Non Voting A Cons	7.25	-	-	-	-
-	- Magpas GP Non Voting B Cons	4.5	0	-	-	-
10275	Itis Group	129nd	0	8.0	6.2	7.4
29645	Jackson Group (SIS)	139	-6	3.6	2.6	16.2
1048	Maritime N.V. (AmstSIS)	104	0	11.0	10.5	-
1448	Robt. Jenkin & Sons	142nd	+2	10.0	7.0	5.2
20225	Scritton	465nd	0	18.7	4.0	12.3
8933	Torday & Carlisle	269	-1	9.3	3.2	10.1
4432	Torday & Carlisle Cons	114	-1	10.7	9.4	-
725	Trotman Holdings (USDM)	103	+1	2.7	2.7	11.1
725	Unilever Europe Cons	128nd	+1	9.2	7.4	-
6435	Veterinary Drug Co. Ltd	70	0	22.9	5.6	9.4
725	W.H. Smith & Sons	237	+2	16.2	4.8	28.1

Securities denoted SIS and USDM are dealt in subject to the rules and regulations of The Stock Exchange. Other securities listed above are dealt in subject to the rules of TSA. These securities are dealt in strictly on a matched bargain basis. Neither Granville & Co nor Granville Davies Limited are market makers in these securities.

* These securities are dealt on a restricted basis. Further details available.

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On entering The Manila Hotel,
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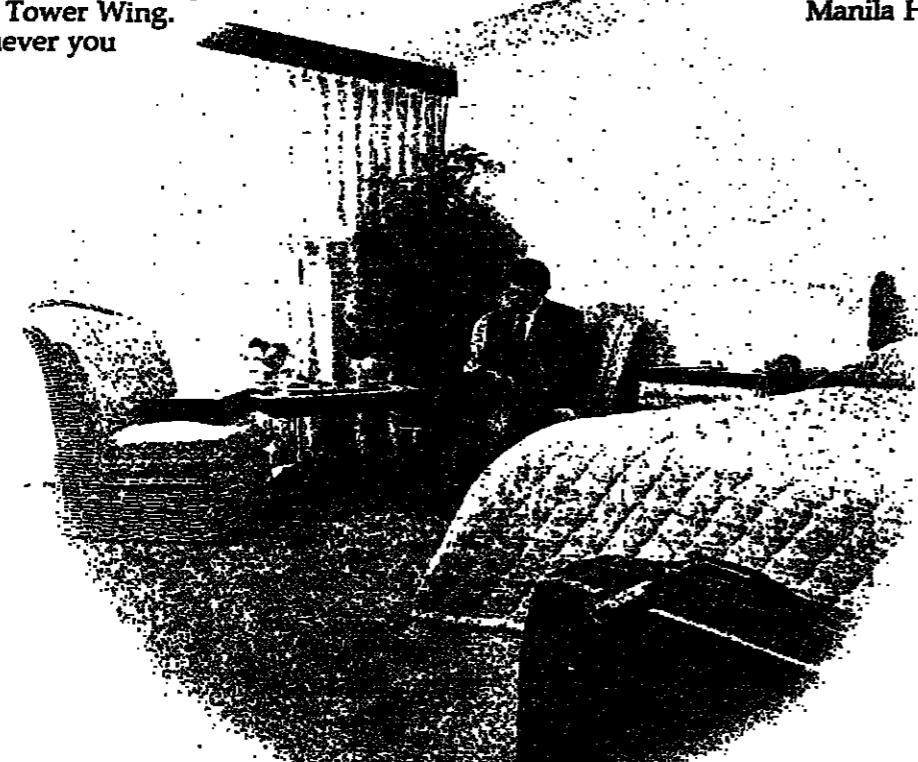
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UK NEWS

Union split as more dockers return to work

By Charles Leadbeater, Labour Editor

BRITAIN's dockers appeared irrevocably split last night after men at the eastern port of Hull voted to return to work this morning, following a similar move at Southampton in the south on Saturday.

Men at both ports are expected to end their strike by crossing picket lines made up of Liverpool dockers.

The weakening of the national docks strike, following an end to industrial action at British Rail (BR) and the British Broadcasting Corporation (BBC), marks the downturn of a wave of industrial unrest which began to build up in the late spring.

The divisions within the Transport and General Workers' Union (TGWU) threaten to provoke the sort of recriminations which riddled the National Union of Mineworkers after the 1984-85 miners' strike, which ended deeply divided.

The prospect of Britain's largest union ending a major strike divided, will temper the renewed confidence union leaders felt after industrial action forced the BBC and BR to impose imposed 7 per cent pay offers to 6.8 per cent.

In contrast, the TGWU is fighting to retain its position within the industry, with little



Todd: under pressure after Southampton vote

prospect of getting a national agreement; and the Southampton vote to return to work can only increase pressure on TGWU leader, Mr Ron Todd, to end the strike.

The strike was called almost three weeks ago to win a national agreement after the Government abolished the Docks Labour Scheme, which regulated employment and conditions in most of Britain's ports.

In the two remaining disputes which began this spring, talks over local authorities' 7 per cent offer to 500,000 white collar staff will resume today and negotiations aimed at ending the rolling 24-hour strikes at London Underground railway will reopen tomorrow.

However, the imminent autumn pay round, when about one third of agreements are due for renegotiation, is likely to be marked by renewed tension.

The recent rise in the level of pay settlements, following increases in inflation and interest rates is likely to put public sector employers under intense pressure.

Engineering union leaders report growing support for industrial action this autumn at 12 leading engineering companies, over their claim for a reduced working week.

The National Association of Port Employers (Nape) said the return of 450 dockers at Southampton, 300 at Hull and 40 at Fleetwood, Lancashire, would mean 3,500 dockers were working normally, with 3,100 on strike. Mr John Connolly, the TGWU's national docks secretary, said there were about as many dockers at work as on strike.

About 2,700 of the 9,221 for



Connolly: confident that strike will continue

mer registered dockers have accepted redundancy or been dismissed.

Thirty-seven of the 61 ports which were covered by the National Dock Labour Scheme will be working normally today, according to port employers. Four ports - Liverpool, Bristol, Middlesbrough and Ipswich - form the core of strike.

Leaders of Liverpool dockers

Harbour Company to issue warnings of dismissals this week following the return to work at Southampton, which is Liverpool's main competitor for container traffic. Liverpool stewards are angry that dockers in Southampton appear to be close to signing a local agreement which has been under discussion for sometime.

Mr Connolly said he expected dockers at Bristol to reaffirm their support for the strike at a meeting this morning.

The TGWU's general executive council will meet tomorrow, along with its 11 regional secretaries, senior national officials and the national docks committee. Mr Connolly said he was confident all would reaffirm the decision taken at Friday's conference of docks delegates, to continue the strike to win reinstatement for 140 London dockers, including 16 shop stewards who were made redundant last week.

However, stewards at some of the ports on strike believe right-wingers on the executive, as well as some national officials and regional secretaries, will call for an orderly return to work.

Several smaller ports, including Leith in Scotland, are likely to return as well.

Britain ranks low on EC wage scale

By John Artridge

BRITAIN has the second-lowest minimum wage as a percentage of average earnings of all 12 European Community countries, according to a report published today.

If employers turn towards them to compensate for the fall in the number of young people, participation rates will probably rise again. However, social trends towards earlier retirement may act against such a development.

The expectations of OECD countries about future participation rates vary. Britain is one of the clearest examples of a country that will rely more heavily on older workers; the participation rate of those aged between 55 and 59 said they were retired. Others defined themselves as unemployed, or no longer seeking a job.

A second effect has been to narrow the gap in workforce participation between older men and women. In France, the gap for those aged 55 to 64 fell from 16.6 per cent in 1979 to 8.4 per cent in 1987.

This growing uncertainty

about whether older people are workers or pensioners means that the attitude of employers towards them in next decade is likely to be crucial.

If employers turn towards them to compensate for the fall in the number of young people, participation rates will probably rise again. However, social trends towards earlier retirement may act against such a development.

The monthly minimum rate in the UK, says the survey, is £338 compared with £653 in West Germany, £529 in the Netherlands, £496 in Luxembourg, £456 in Belgium and £411 in France.

The number of workers earning less than the Council of Europe's "decency threshold" of 68 per cent of mean earnings rose from 7.5m in 1979 to 9.9m last year. The report concludes

Companies act to tempt electronics graduates

By Terry Dodsworth

GEC-MARCONI, leading electronics group, is offering to subsidise mortgages for recruits in south-east England, while the telecommunications group, STC, has plans to recruit graduates in continental Europe to counter increasing shortages of electronics engineers.

STC, which also owns the ICL computer company, has launched a programme to recruit about 30 graduates in France and West Germany.

The project is partly to help prepare the group for the single European market in 1992 but will also help STC meet its target of about 500 graduate recruits this year.

Motorola, the US chip and telecommunications company, is similarly recruiting widely throughout Europe, although about 45 per cent of its graduates come from the UK.

Marconi also has an innovative plan to retain women who want time off in mid-career. It is offering to pay their subscriptions to professional organisations for a five-year period when they are off work, while inviting them back to the company for four weeks a year so they can keep up with technology.

These moves underline the rapid tightening in the market for graduates in electronic and technical disciplines. Only four years ago, companies had little difficulty in finding technical graduates.

This year, however, most are still well short of their target and expect to fill their quota as late as autumn - six months or so later than usual. The position, they say, is likely to worsen over the next few years because the supply of electronic engineering graduates will remain stable as demand for their services grows by about 6 or 7 per cent a year.

The problem is becoming particularly acute for Marconi, which takes about 450 electronics graduates a year. Because it has a large number of sites in south and south-east England, where the high price of housing has become a serious deterrent to potential new recruits.

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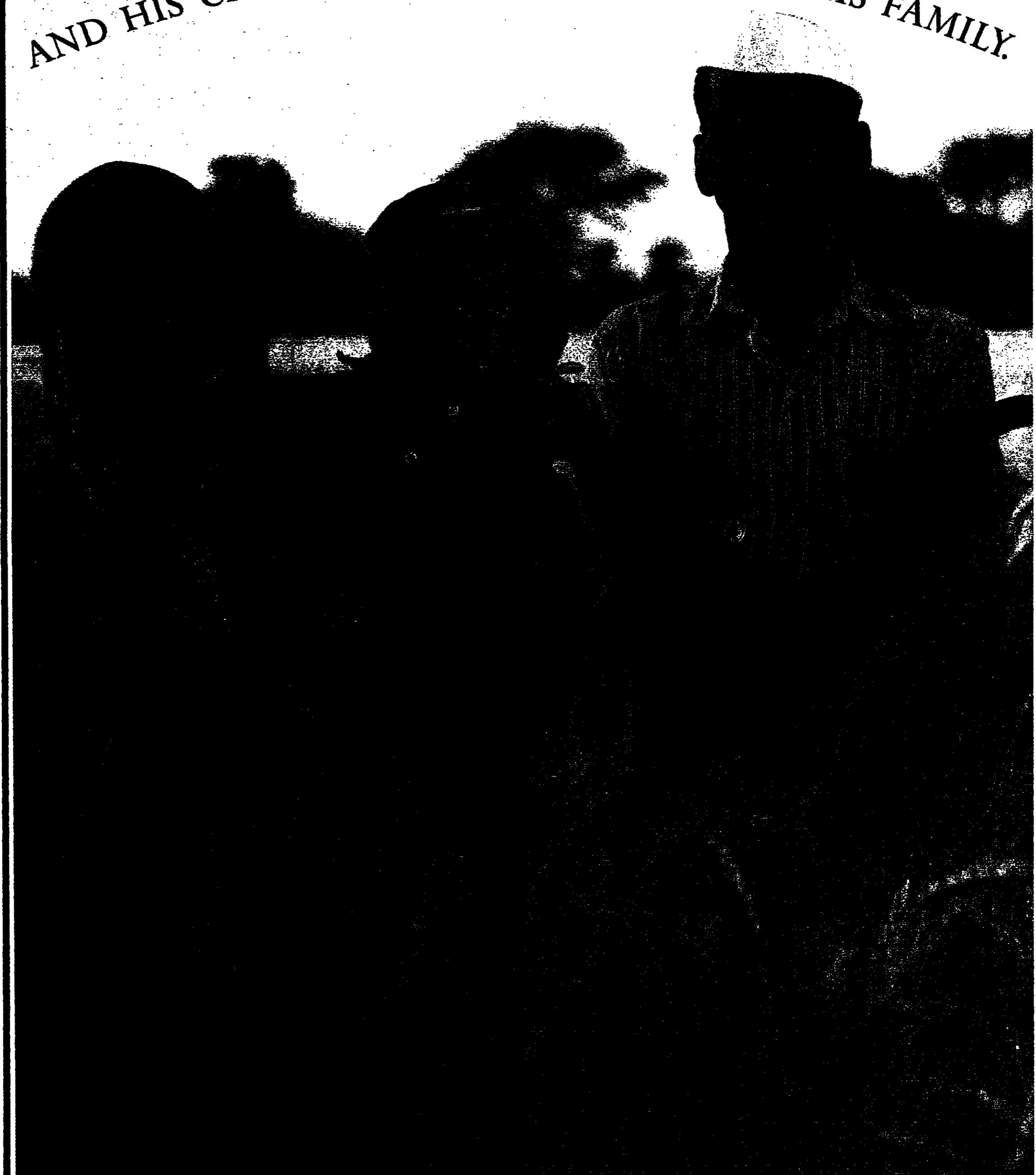
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Imports of coal may change plan for 'superpits'

By Maurice Samuelson

PLANS for two Midlands "superpits", which British Coal wants to build at a cost of nearly £1bn, may be reviewed if the electricity industry switches to imported coal or other fuels after it is privatised.

The pits are the £400m mine at Asfordby, Leicestershire, which might have to be mothballed for a short time in spite of initial expenditure of £120m, and the £500m project at Hawksworth Moor, Warwickshire, on which the corporation is awaiting the result of a planning inquiry held earlier this year.

Together they would provide new jobs for 3,200 miners as well as hundreds of construction jobs during the 1990s. They would incorporate the new flexible working practices which British Coal wants to bring into the industry.

The Asfordby mine, due for completion in June 1993, is designed to deliver about 4m tonnes a year to power stations. Most of the higher grade fuel from Hawksworth Moor would go to other industries but 40 per cent would go to power stations, the biggest single customer.

The extent of the threat will become evident with the results of British Coal's negotiations with National Power and PowerGen, the private successors of the Central Electricity Generating Board, over the commercial contracts for supplying coal to power stations after privatisation.

Sir Robert Haslam, British Coal chairman, has expressed scepticism about threats that 15m tonnes of business could be lost if more electricity is generated in coastal plants with imported fuel at the expense of older inland sta-

tions supplied by the Midlands collieries.

However, even a smaller drop in British Coal's business, coupled with ambitious plans for a chain of gas-fired power stations in East Anglia, might cause a reappraisal of its investment programme.

The first test will be at the annual review of the Asfordby project in October. Having spent £120m on surface facilities and on two shafts, British Coal's Board will decide whether to start building the roadways into the coalfield or to mothball the whole project, pending an improvement in its commercial prospects. Another option might be to trim back the underground development work by delaying costly tunnelling through rock while concentrating on tunnelling through easier soft coal.

At present Asfordby is due for completion in June 1993.

Delays would cause considerable embarrassment for British Coal which has signed a controversial agreement with the Union of Democratic Miners to employ 1,400 miners and operate for six days a week.

The Hawksworth Moor colliery would employ 1,800 miners. Situated in the narrow green belt between Coventry and Birmingham, it has been strongly opposed by local villagers.

Even if British Coal won the planning inquiry, it is not certain that the new Environment Secretary, Mr Christopher Patten, would uphold the inspector's decision. There are now the additional doubts created by electricity privatisation as well as the less immediate plans that British Coal should itself be sold.

IBA awards final batch of local radio franchises

By Raymond Snoddy

THE FINAL batch of four new commercial local radio stations franchised is being announced today by the Independent Broadcasting Authority - virtually completing its plan for 21 new "incremental" stations in areas already served by independent local radio.

The Birmingham VHF/FM, which attracted 15 applicants, went to Buzz FM. A franchise for a medium wave station, serving Gatwick and Heathrow Airports - for which there were six applicants - went to Airport Information Radio.

South London Radio has been awarded the franchise for an ethnic VHF/FM station covering Brixton, and independent Radio Thamesmead won the Thamesmead VHF/FM franchise. There were 32 applicants for these two greater London

franchises and the IBA is looking at whether further franchises could be made available for the London area.

Apart from a contract for West Lothian, to be reconsidered by the authority in October, the wave of incremental stations - including a jazz station for London - is complete. A total of 163 groups applied for the 21 licences.

The new stations are being set up under existing legislation and their contracts will run to December 1994, when the last of the existing IBA commercial radio contracts expire.

A broadcasting bill, to be introduced in parliament later this year, will set up a separate Radio Authority, responsible for overseeing a large expansion of commercial radio.

Rural body attacks move to relax planning control

By Bridget Bloom, Agriculture Correspondent

THE Government's proposals to exempt landowners from planning permission on a range of non-farming activities have been attacked as insensitive and indefensible by the Council for the Protection of Rural England.

In a response to a consultative paper embodying the proposals, the independent conservationist body says they could have an immensely damaging impact on the countryside, weakening the planning system which has helped protect it since the war.

The proposals, published last May and intended for legislation in the next parliamentary session, are aimed at encouraging diversification away from agriculture. At present farmers may erect most agricultural buildings without planning permission.

The council notes: "The very suggestion that these activities might be outside effective planning control demonstrates an extraordinary insensitivity to public expectations of the planning system and the future of

MoD offers Saudis more investment proposals

By Victor Mallet

THE Ministry of Defence has announced three more proposals for British investment in Saudi Arabia as part of a £1bn offset programme tied to British defence sales, bringing the total number of investment proposals to five.

Under the three new suggestions submitted by the ministry's Offset Office to the Saudi authorities:

• Royal Ordnance could help develop the infrastructure for Saudi Arabia's defence industry on a joint basis using the latest technology.

• Techcare International and Yusuf bin Ahmed Kamoo, a Saudi company, could cooperate in setting up training centres for computer operators in the Kingdom.

• A joint venture between Frysma Fabrics and Nafa Enterprises of Riyadh could establish a plant in Saudi Arabia to make polyethylene yarn and tape, and to knit yarn into netting for agricultural purposes.

The three proposals, in addition to those already announced involving participation in an aluminium smelter and in a missile maintenance facility, may help to allay British fears that an unsuccessful offset programme would sour the whole Al-Yamamah project. The two-stage arms deal, which includes the sale of Tornado aircraft, may be worth more than £1bn. British Aerospace is the prime contractor and made the first "Initial Proposals" four and a half years ago.

"Initial Proposals" four and a half years ago are the first that are entirely civil in nature and do not include an Al-Yamamah contractor among the prospective partners," the Ministry of Defence said.

"They clearly demonstrate that the Al-Yamamah Economic Offset Programme is not limited to defence sector projects or Al-Yamamah contractors but is relevant to all companies with commercially viable and appropriate projects."

The Offset Programme - insisted on by Saudi Arabia - is designed eventually to generate £1bn of British investment in the Saudi economy, equivalent to a quarter of the value of the new hardware sold by Britain. All five investment proposals are still under discussion.

Companies warned of directory racket

CONTINENTAL fraudsters are once again attempting to take advantage of Britain's holiday season, according to the Confederation of British Industry.

A space of bogus invoices and order forms from the "publishers" of phonex, fax and facsimile directories was

on its way to UK companies in

the hope that companies would pay up, the CBI said.

The report is being closely watched this year, with several

of the most profitable societies

aware they are being stalked by possible predators among foreign banks and insurance companies. No society has yet chosen to shed mutual status and merge with a larger group, although several of the top 20 are believed to be considering the possibility.

Being ranked in a league

table is an unfamiliar experience for building societies,

Getting ahead without the old tit-for-tat

Alice Rawsthorn charts the decline of a gent's most functional fashion statement

WHENEVER anyone outside Britain is asked to imagine the archetypal British man, they almost invariably think of a traditional City gent in his sober suit, with a neat umbrella and natty bowler hat. Such an image is scarcely compatible with the sharp-suited young men who fill the streets of the City today. They are more likely to be brandishing a portable phone than an umbrella and they would never, ever wear a bowler hat.

But in other countries the stereotype of the bowler-hatted British businessman is as salient as ever. And, although it is almost impossible to spot a bowler in the City these days, there are still a handful of hat shops and factories in the business of making and selling bowler hats.

The bowler was popular among the legal profession. By the 1920s it was commonplace for partners at the top of a firm of solicitors to wear bowlers, as well as bowlers. But Christy is still in business, still in private hands and still profitable. Its Stockport factories dominate the world market for bowler hats.

Christy & Co, long established as the biggest hat maker in Britain.

Immediately after the war, Christy employed 3,500 people. Today it has a workforce of fewer than 350 making all sorts of hats: top hats and trilbies, as well as bowlers. But Christy is still in business, still in private hands and still profitable. Its Stockport factories dominate the world market for bowler hats.

The method of making bowlers has hardly changed since the Bowler brothers began in the 1850s. It is a painstaking process involving nearly 50 different steps, almost all of them done by hand.

The bowler is constructed from the unseemly-sounding combination of rabbit fur - which is pressed into shape - and insect excrement, or shellac, to stiffen the fur. It takes Christy nearly eight weeks to complete a hat.

Christy has a thriving export business. It sends regular supplies to France, where grey bowlers are worn, instead of top hats, at the races. There is even a small, but steady demand for white bowlers from

everybody - resident, expatriate, or foreigner - has images of Britain: pictures that spring to mind when one thinks of the country and its way of life. During the holiday period, FT writers will look at the reality behind some of the images. Today, in the first of the series, we examine one of the most British of symbols.

The late 1800s it had become fashionable to wear a bowler around town.

The bowler was popular among the legal profession. By the 1920s it was commonplace for partners at the top of a firm of solicitors to wear bowlers, as well as bowlers. But Christy is still in business, still in private hands and still profitable. Its Stockport factories dominate the world market for bowler hats.

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IMAGES OF BRITAIN



The bowler hat



A bowler being finished at James Lock's shop in London

Lydia van der Meer

them. Many of the hatters "finish" the bowlers by moulding them specially to fit each customer's head.

Bowlers are still used in the country. They are often worn for riding and are regulation wear for judges at equestrian events and country shows.

The occasional bowler is still to be seen in the law courts and even around army barracks, but there are very few bowlers left in London's banks and broking houses. It appears the stereotype of the City gent and his natty bowler hat has gone for good.

Abbey tops building society league table

By David Barchard

ABBEY NATIONAL, the former building society which recently converted into a bank, and Cheltenham & Gloucester, emerge as the stars of the building society world in a league table of the industry, published today.

The table, prepared by Mr John Wrigglesworth, building societies analyst at Phillips & Drew, shows there is little relationship between a building society's size and its financial performance.

"Two of the largest four building societies are in the bottom five places," says Mr Wrigglesworth, "while two of the smallest three societies in the top 15 are among the top five."

Mr Wrigglesworth has selected 12 key financial ratios by which to assess societies. These range from pre-tax profits as a percentage of capital, through to market share indicators, management expenses and growth in assets.

The report is being closely

watched this year, with several

of the most profitable societies

aware they are being stalked by possible predators among foreign banks and insurance companies. No society has yet chosen to shed mutual status and merge with a larger group, although several of the top 20 are believed to be considering the possibility.

Being ranked in a league

table is an unfamiliar experience for building societies,

1988 Building Society Performance

RANK BY	1988 Building Society Performance		
	Position 1988	Asset size	Position 1987
Abbey National	1	2	2
Cheltenham & Gloucester	2	9	3
Alliance & Leicester	3	5	5
Town & Country	4	15	1
Yorkshire	5	13	9
Halifax	6	1	6
Northern Rock	7	14	4
Bradford & Bingley	8	8	8
London Permanent	9	5	11
National & Provincial	10	7	13
Brussels	11	10	14
Birmingham Midshires	12	12	10
Woolwich Equitable	13	4	12
Nationwide Anglia	14	3	15
Bristol & West	15	11	7

Alfred & Leicester and Town & Country are equal third

which until recent years had a

possible predator clearly defined by asset size. Several societies

have prepared press state-

ments to account for their

showing in the table, though

the report itself incorporates a

brief statement by each society

on its strategy and perfor-

mance last year.

Halifax, the largest society, comes sixth in the table for the

second year running. National & Provincial, the third largest society, comes 14th out of 15, while Woolwich Equitable, the fourth largest society, comes one place higher.

Town & Country, the small London-based society which topped the table last year, has fallen to joint third place with Alliance & Leicester, the fifth largest society which is widely thought to be close to announcing it will follow Abbey National with a stock market flotation.

The poorest performance

comes from Bristol & West, the 11th largest society, which last year incurred heavy losses in the gilt market.

It has dropped eight places

since last year to come bottom.

Mr Wrigglesworth predicts that Bristol & West is likely to do better in the current year. He also identifies Yorkshire as the most rapidly improving society.

UBS Phillips & Drew: Building Societies Research: The Major Players, by John Wrigglesworth

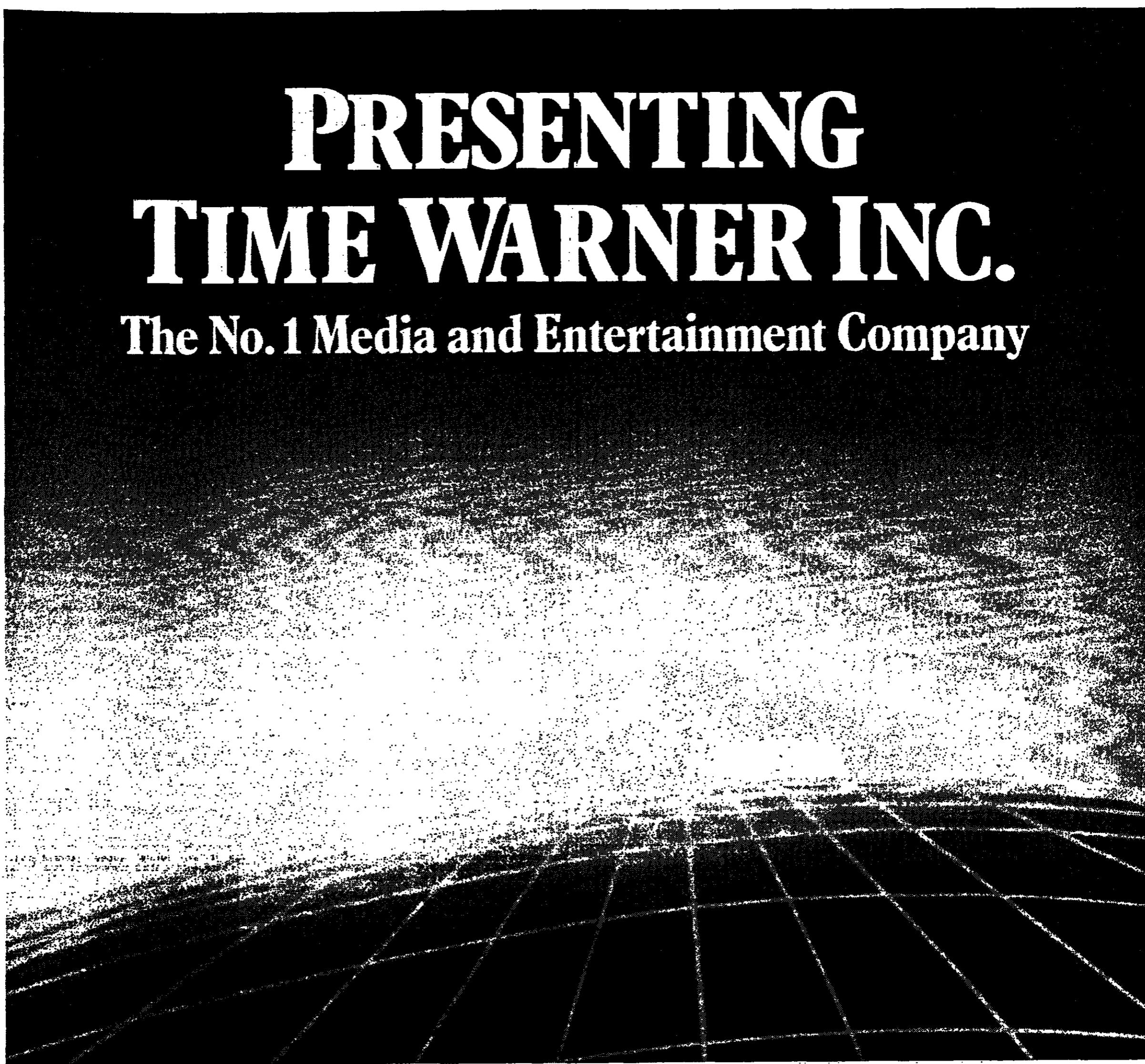
Strikes delay arrivals and departures at Gatwick

By Rachel Johnson

HOLIDAYMAKERS heading to the Mediterranean resorts from Gatwick waited from two to four hours

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Changing gear through Europe's carmakers

Daniel Goendevert tells Andrew Fisher about his move to Volkswagen and plans for a new international business school

When Daniel Goendevert announced in March that he was stepping down as the head of Ford's West German subsidiary, eyebrows arched in amazement as those in the car industry wondered what the burly 47-year-old Frenchman was up to.

Now he, after eight years at Ford-Werke in Cologne, decided to kick off his executive chessboard and drop out of corporate life? Would he now devote his time to promoting his ideas on management education, where he feels Germany has a lot of catching up to do? Or would he simply go another big concern?

The answer is two-fold. No, he is not leaving the business world. Far from it, since his surprise appointment as the new board member of Volkswagen, responsible for purchasing and logistics, has just been confirmed. But yes, with a nod of approval from VW, he does intend to devote time to promoting his views on management and developing a new internationally-oriented business school.

By German business standards, Goendevert has a high profile. He has irritated some in the industry by stating what almost amounts to heresy in Germany - that he could live with a motorway speed limit.

He also feels that manufacturers should take more account of environmental and ethical issues, concentrating more on safe, clean, and economical cars rather than on too much technology, speed and power. To help ease urban congestion, he favours the development of small electric cars.

Goendevert did not plan the move to VW. This resulted from the death in a helicopter accident of Gerd von Briel, who would have taken over the job Goendevert has now been given. But it has inevitably stirred strong speculation that the former Sorbonne literature professor could become the next VW chairman when Carl Hahn, 62, retires in two years.

That remains to be seen. Clearly, having returned Ford's German operation to profit by

bringing in new models, cutting costs and trimming the workforce, Goendevert could have stayed with the US group. But this would have involved a more administrative role at Ford of Europe.

Puffing on a menthol cigarette, he says: "I need to be in the front line. An administrator is too far from the results." So while he circumspectly avoids comment, he would obviously relish the number one job at VW, the world's fourth biggest carmaker.

By crystallising his ideas on management and transport, Goendevert had, in a way, thought himself out of the job at Ford, where his responsibilities were strictly regional. "I thought it would be fair to the company to say I'd better give up."

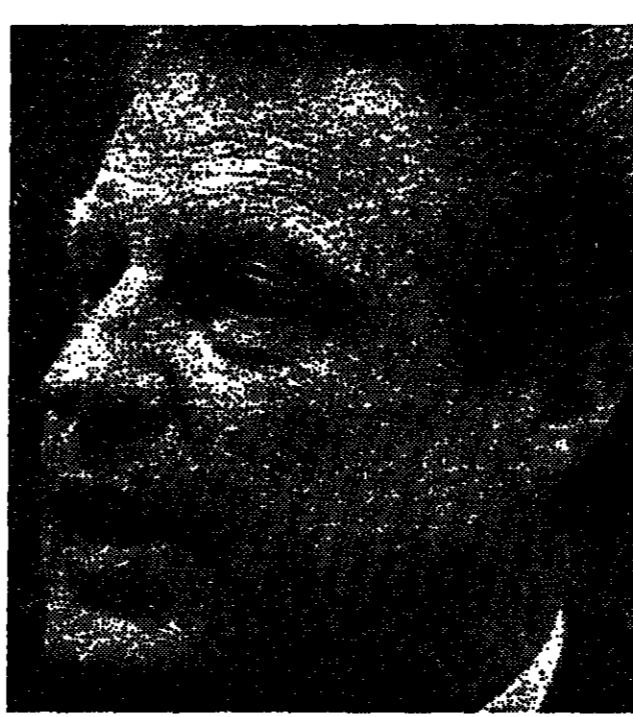
Having agreed to join VW, Goendevert hopes to influence the globally-minded group to adopt some of his transportation ideas, as well as keeping his involvement in management education.

So is he a man with a mission or an astute corporate careerist with a quiver full of attention-grabbing ideas? Certainly his views command attention. Nor is he shy of publicity. Yet there is no doubt of his sincerity, whether he argues the need for a revamping of business training in Germany or urges the car industry not just to refine existing models, but think up new ones for European and Asian markets.

Before taking up his new job, he hopes to have laid the groundwork for a new type of business school in Germany. "Why do we need so many consultants and why do we have to send so many managers to seminars? We hire top graduates and send them to the course, then when they get back to their companies, they are frustrated. They say it was nice to have done the course, but they can't implement anything of what they have learnt." This can be through the jealousy of colleagues or the sheer resistance of conservative forces.

"So why not let the professor come back with the student to look at this resistance on the spot, talk to the board, suggest they send others to the course, and generally enter the chain of the company's culture." Ger-

endevert, who worked for Citroen and Renault before his time at Ford, believes there is a need for a new business school which does not just concentrate on academic education, but which builds on Germany's successful dual tradition of on-the-job practice



Daniel Goendevert: stating what amounts to heresy in West Germany - he would be prepared to live with a speed limit

many does have business courses, but Goendevert feels they do not embrace enough of the manager's future needs. He also aims to teach students more about the history and psychology of the countries with which they are likely to deal. "They should try to understand people before they develop products for them."

His views on management training tie in closely with his notions of how the motor industry should develop in more environmentally and economically responsible ways. At Ford, he insisted that the new Fiesta launched this spring should cost the same as its predecessor. Four years ago, he had the up-market Scorpio fitted with anti-lock braking systems (ABS), the first time this became standard on a new production car.

The organisational details of his management scheme still have to be worked out. Goendevert hopes to have given it a powerful impetus by the time he starts at VW. An important element will be the six-year-old private university at Witten/Herdecke in the Ruhr, where Goendevert has become a governor and head of the strategy committee. The university, supported by the Bertelsmann Trust - Reinhard Mohn, its head, built up the

Bertelsmann media concern after the last war - also has Alfred Herrhausen, chairman of Deutsche Bank, on its board.

All students there must have previous practical non-academic experience before joining. This clearly ties in with Goendevert's ideas; he hopes to expand the curriculum to include wider management and language skills. Another element will be a new management academy being set up by the state of North Rhine-Westphalia to run seminars for managers from smaller companies. Goendevert hopes to combine the two with help from professors from business schools outside Germany.

For Goendevert, the continued education of teachers is as important as the development of budding managers. "Teachers shouldn't be isolated from the fast-moving world, but should be integrated into the way companies think and evolve."

By the same token, he feels, managers should be taught in a way that enables them to recognise and react to political, environmental and ethical pressures on such matters as safety, anti-pollution, or, in the case of the car sector, sheer congestion. "They need to understand these issues from the ground up."

Busy doing nothing

Jean-Louis Barsoux argues the case for management inaction

In the course of a 90 minute match, an individual footballer will, on average, be in possession of the ball for no longer than two minutes. Yet, when asked about his performance afterwards, he is unlikely even to mention his efforts "off-the-ball". He will focus instead on the few occasions spent "on-the-ball" which, though vital, are hardly representative of their overall contribution.

The same singularity applies to the world of managers. Asked to list their achievements at the end of the day, most managers will only recall the few times they "touched the ball" which, though vital, are hardly representative of their overall contribution.

Action is the stuff of management legend. We like to see our managers and leaders get involved, tackling pre-empting problems, stamping on the crossroads and making irreversible life-or-death decisions.

This focus on the "cult of action" has become particularly acute in the 1980s with management books such as *Search of Excellence* exhorting managers to try anything rather than do nothing. Management has become synonymous with action.

In the process we have developed something of a blind-spot regarding inaction - or the possibility of problem-solving by simply deferring a decision. Unfortunately, crises which have successfully been left to peter out of their own accord are not particularly newsworthy.

Issues which are solved through absence of action tend to go unrecorded - at best they live on in anecdotal form. An example is the civil servant who would leave files sitting on his desk until they had accumulated sufficient dust to warrant the epithet.

"This problem has solved itself by the effusion of time." And anecdotal accounts of how time can massage away problems are echoed in proverbs which advise waiting for the dust to settle or letting sleeping dogs lie.

So while fruitful inactivity is recognised in popular folklore, it is not supposed to feature in the manager's repertoire of legitimate responses. We do not like to think of our managers side-stepping issues, engaging in tactical fencing, sitting or turning an occasional blind-eye to problems.

Yet, wittingly or not, all managers postpone action at some time or other - and with good reason.

To start with, it is a natural corollary to thoughtful prioritising. Managers can only bring their time and talents to bear on a limited number of matters.

As Edward Wrapp, writing in the *Harvard Business Review*, saw it: "The good manager... knows the fine and subtle distinction between keeping fully informed about operating decisions and allowing the organisation to force him into participating in these decisions or, even worse, relinquishing control is unacceptable from an American

perspective.

Similarly, Americans invariably view time as a constraint ("time is money"). The notion that time might actually serve to clarify or even resolve a problem, may be exploited in practice, but receives no ten endorsement. So what?

So unless we set to grips with the reality of the management process, how can we help managers to improve? In a way our action-fication is a later-day version of the scientific obsession which dominated management for so long.

As early as 1916 the French management writer Henri Fayol distilled management work into five essential activities - planning, organising, commanding, co-ordinating and controlling - which he may have provided management with a veneer of academic kudos, but he did little to help managers manage. They simply could not identify with the rational information-handling presented to them.

Similarly, today, managers are confronted with a distorted portrayal of their work - one which emphasises the action component and ignores, except in a pejorative sense, the possibility of inaction. Managers are too often goaded into making dangerously black or white choices, without thinking through the repercussions.

Perhaps procrastination should not be legitimised, but a warning note should be struck. We have come to value gratuitous action above purposeful inaction until things become clearer.

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ARTS

ARCHITECTURE

Sins of the past writ large

As you emerge from Temple Meads station and walk into Bristol, you are confronted by the ruin of a great city. All the sins of the recent past are visible: the urban motorways that are much too close to the centre of the city; the overhead walkways that lead nowhere; the sense of alienation imposed upon the pedestrian unable to see a route at ground level. The post-war architecture has achieved a dauntingly low standard of uniform mediocrity.

Almost worse is the criminal isolation on traffic islands of great buildings that have survived the holocaust of war and development only to be stranded in utterly inappropriate and demeaning surroundings. An example of this insensitivity is the fate of the glorious church of St. Mary Redcliffe. This wonder of English medieval church architecture is now cruelly divorced from the city by roads swirling with careless traffic.

Contrast the cynical treatment of this inspired work of art with the elaborate care now taken to secure the retention of the most banal facades in the name of conservation, and you are forced to wonder about the sanity of planning administrators.

Architecture operates at two basic levels of understanding. There is the broad sweep of a city, village or great edifice that we appreciate because of its harmony and scale. There is also the level of detail and craft that shows the care exercised by the actual builder. When, for example, a visit is made to an ancient church it is both the broad imaginative conception as well as the intensity of detail in the glass and carving that equally delight us.

It was particularly fascinating to find a small exhibition in Bristol of the work of an architectural practice that understands the two levels of

knowledge necessary for the successful practice of architecture as an art. This is a small firm, Architecture, which has worked both on the design of new buildings and on the specialist repair of old buildings since 1974.

This is a modest but pleasing display

of its work in the Istock showroom that should certainly reach a wider audience.

There is a great feel for the continuity of building practice in the work of this firm. As it restores the timber roof of a Devon church you sense that the lessons learned there will influence its new structures.

The nature of the four principles determines the way this practice works. One partner, Colin Harvey, has worked with that renowned but strange architect planner in Athens, Daxiadi. Paul Rishold is Bristol-trained, with a particular understanding and commitment to affordable housing and the work of housing associations. He maintains that good design need not be expensive.

The two most unusual partners are an artist and an expert, qualified through extensive experience, in the repair of old buildings. Robert Organ is a Slade School trained painter who also works as an architectural designer. In these days of professional specialisation it is good, though surprisingly unusual, to see an artist applying his particular visual skills to architectural design. It is, of course, entirely appropriate that a strong visual sense should inform the design of everything we see; the divorce between the architect and the artist is a grave consequence of the inflated importance of architects that came as a result of the Modern Movement.

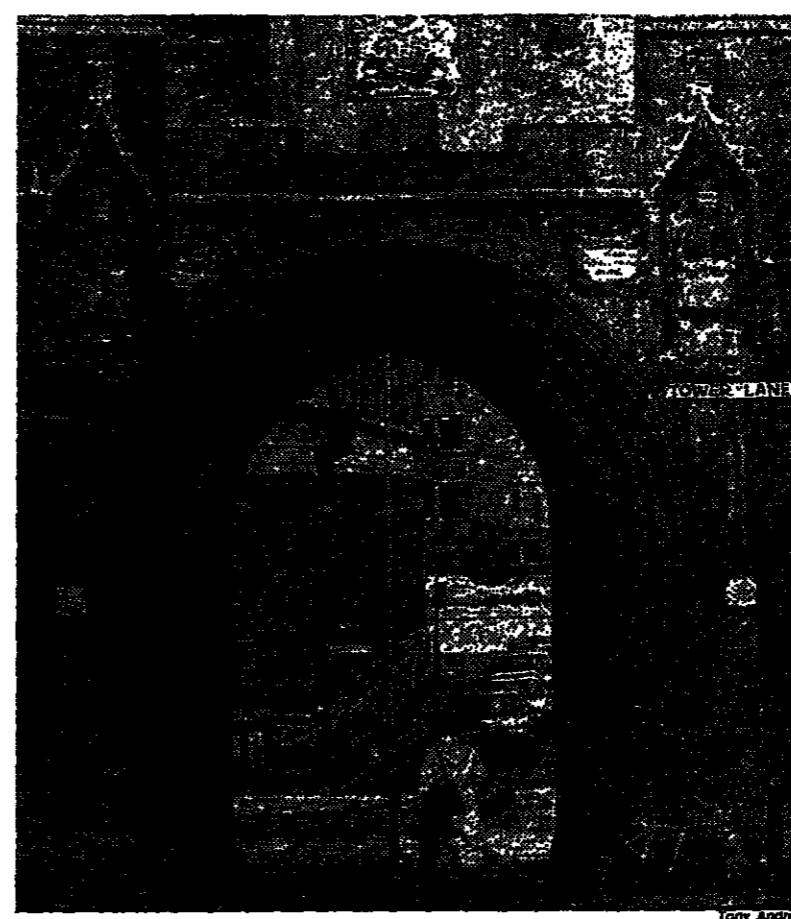
The partner who is responsible for the repair of old buildings is John Schofield, who was also trained as a painter. He is also an artist with an instinctive comprehension of the way

buildings are made and how they should be treated. He is a strong proponent of the philosophy of the Society for the Protection of Ancient Buildings founded by William Morris on the principles of "anti-scarpe" at a time when Victorian architects were over-restoring our ecclesiastical architecture with vengeance.

The combined application of artistic talents has produced a correspondingly rich set of architectural achievements. The exhibition shows only a selection, and not really enough, of the practice's new work. There are six houses in Bristol, and a house designed for a disabled client in Cornwall, that show in essence the firm's concern for modern flexible spaces, and levels that respond to the site. These houses do not have the artifice of so many machine-made modern buildings, nor do they simply modify the past. There is a strong appreciation of the importance of light and of the natural restraints and advantages of particular sites.

The proposed extension to the Newlyn Art Gallery promises to provide an original solution to the eternal problem of providing safe levels of natural daylight for the illumination of pictures. Surely this will be the first gallery since Turner's to have been designed by an artist. It should prove to be an exemplar, especially as the artist members of the practice have an strong sympathy with the works exhibited at Newlyn.

The work of John Schofield on the repair of ancient buildings is well known. He has done a number of projects for the Landmark Trust; perhaps the finest is Stogursey Castle, which has been scrupulously repaired. The work at Tisbury Church in Devon has a wonderful sense of continuity with the past; the tower, in a new coat of authentic limewash, stands as a sentinel to the philosophy of repairs



Detail buried in modern mediocrity: St John's Church, Bristol

within a tradition and a handing on of well tried skills. The repairs of stone tracery, intricate infill rather than replacement of an oak door, delicate conservation of wall paintings and sculpture – all these techniques are beautifully demonstrated. The recent work by Architecture, restoring the historic buildings of Devon and Cornwall on behalf of the Department of the Environment and English Heritage, has informed work on both old and new architecture.

A firm like this reminds us that, in the midst of the furious architectural debate, quiet work that understands the past and the present goes on away from metropolitan neurosis with a level of artistry and competence that is immensely satisfying.

Colin Amery

Looking At You (revived) Again

BUSH THEATRE

If you have ever wondered about the derelicts, alcoholics and chronically homeless that are such a feature of British urban life, the playwright Gregory Motton is for you. His previous works, such as *Ambulance* and *Downfall*, have created an expressionistic nightmare of the destitute, mitigate and abandoned. In his new play, originally produced at the Haymarket Leicester, where it was reviewed on this page by B.A. Young, he teams a loquacious Irish vagrant with a feeble-witted girl who longs for a baby, and depicts each on some inner quest, linked in mutual non-communication.

The scenes between them – as they busk, wash clothes by a stream, converse at cross-purposes – are intercut with the man's memories, dreams, or perhaps fantasies, of the crippled wife he deserted with eight children.

Life is grim, life is earnest, but not necessarily real – surreal, rather. The writing is calculated, carefully honed; for all the Irishman's prolixity, there is an elliptic terseness that reveals Samuel Beckett peering over the author's shoulder. The opening of the 75-minute piece is virtually a monologue for Abe (his wife is Esther; but later they call themselves Dermot and Mary), remembering his wedding and the bailiffs and creditors who bounded him to the altar rail. Tony Rohr reminds us of a fine Beckett: he is, both here and in the other reminiscences and digressions the character obliquely pursues as his companion writes and haemorrhages on the ground, a dark patch staining her thighs.

The humour of the inconsequential abounds on the wanderers' odyssey. "I know a couple of nurses there. They said I was very avant garde" is a typical throwaway line in the middle of nothing.

"Didn't I give my all? My all was not a lot to give." No, for the character is frozen in self-absorption for much of the action.

Anthony Lamble's set is dominated by the man's often evicted repossessed home with the balcony on to which his wheelchair-bound wife helplessly trundles to reproach him. On one side polarised trees provide a clothes-line for the travellers; all of which makes the limited Bush acting area even shallower. Simon Usher interprets the symbolic in prosaically material terms, as when the girl opens a battered suitcase to show him "a part of me" at which he kicks the case away. The women come to terms one with her past, the other with her future.

Whatever the play's aim (I find the writing intriguing), the three performances are beautiful. Susannah Doyle plays the girl with the rapid, nervous intensity of a personality tentatively emerging from the prison of inarticulateness. As the wife, Veronica Quilligan gives another of her powerful depictions of frail strength, coiled bitterness.

Martin Hoyle



Tony Rohr and Veronica Quilligan

Lyle Lovett

THE DOMINION

On the pitfalls of success. Less than two years ago Lyle Lovett appeared on the scene as welcome as rain in a torrid summer. A sardonic, buttoned up, Texan he was the intelligent face of new country music, proving that you did not have to indulge in sentimental drivel to project the culture of the southern American states.

True the warning signs were there. The undertaker's shiny black suit; the kooky hairstyle which looked as if a wasp nest had rooted itself on his head; the sad and solemn cellist, John Hagan, adding weight to it all. But these seemed attractive indulgences to set up Lovett's songs, which, with wit and venom, exposed small-town life, its personal glories and its public vices.

At The Dominion on Friday, the suit, the hair and the cello were still in place (as was a small, self-sacrificing, band) but Lyle Lovett had started to convert his idiosyncrasies into a stage act. The one liners seemed too polished; too practised; the pauses too contrived. The personality was taking over the performance and the songs, always the heart of the matter, were slipped in almost nicely.

All is not yet lost. The songs, while sometimes sharing the same melodic line, are a brilliant mixture of pain and pleasure. Lovett plays himself as a ten times loser, singing of girl friends stolen by best friends, as in "LA County" (which has the perfect fantasy ending: she is shot dead at the altar), and the prejudices of hick town America in "This Old Porch," with its rousing defiant conclusion that talent will out.

Lovett's words pour out with a precision which is almost haiku-like, and are often the complaints of the honest man caught in a web of love. "Tell me something that you mean, not just what comes to mind," he pleads. Just when he is in danger of becoming maudlin his wit saves the day. He tells of setting out to write a song with a singalong chorus which would make the audience feel like complete idiots as they joined in, and comes up with "Fat babies got no pride." In the hands of Randy Newman, whom Lovett much resembles, such a song would be a parody with some political message. From Lovett it is just perverse humour, a way of making life bearable for a few minutes at other people's expense.

He can avoid becoming a dangerous performer, as an artist with a reputation for walking an emotional tightrope, Lovett could still conquer the world. That he is human was proved when Leo Kotke came on at the end to support him through "Waiting Fool," and the reverential atmosphere slackened up nicely.

Lyle Lovett is still a performer to catch on every occasion. His lyrics, with their poetic terseness, emotional intensity, and thrust of wit, restore faith in country music. It is just that at The Dominion, while two lone girls danced early in the aisles as Lovett picked his way through cool aphorisms and existential asides, the awful sound of phoniness passed across the vision.

Antony Thorncroft

Cloud Nine

MINERVA STUDIO, CHICHESTER

Carly Churchill's *Punch and Judy* phantasmas of sexual attitudes has not aged well in the past decade. The rather mischievous *schadenfreude* that attended the Chichester Festival production of this set of variations on liberation and self-realisation was in the event unjustified. A couple of meek exits after the first utterance of Ms Churchill's favourite four letter verb (a peremptory command from dashing explorer Uncle Harry to houseboy Joshua, nothing loth) provided all the audience outrage that the county of Belloc and Kipling could muster.

The trouble with the caricature colonial British family in Victorian Africa, whose emotional permutations occupy the first half, is that they caricature not recognisable humans nor even human traits but clichés. Though married to Clive, Betty worships Harry who loves and is loved by her sturdy sailor-suited infant son (sturdily played by Caroline Loncq). Clive lusts after vigorous Mrs Saunders, a riding crop-wielding neighbour, and dowdy Ellen, the governess, pines passionately for Betty. Joshua is the Europeanised native, waiting for the colonists to leave before oppressing his own people, whom he has learnt to despise. The first act is leaden with obvious jokes and heavy-handed drollery ("My God! How disgusting..."). The most revolting perversion! But your face does not look degenerate!"). The whole is written and performed in a frenetic, allusive shorthand that depends a great deal on its audience's compliance. "A boy's best friend is his mother" sang the cast and, scented with satire, the actors' friends hooted and shrieked.

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The air of frantic jocularity

Martin Hoyle

ARTS GUIDE

July 28-Aug 3

MUSIC

London

The Proms. Works by 114 composers will be heard during this year's Promenade Concert season, which continues until September 16. Most concerts take place at the Royal Albert Hall, though St. Paul's Cathedral, the Royal Festival Hall and Kensington Town Hall are also used. Tickets for most concerts cost from £3 to £11, and can be booked on 081 582 582 9465 (10am-6pm, 582 4444 for 11pm); promenade tickets are available only at the door on the day of the concert, priced at £1-50 or £2.

This week's concerts include Royal Philharmonic Orchestra, conducted by Vladimir Ashkenazy, performing Brahms' *Double Concerto* and Grieg's *Peer Gynt*; BBC Symphony Orchestra, conducted by Andrew Davis and Witold Lutoslawski; playing Ravel, Lutoslawski and Berlioz (Tue); and a concert of Bax, Walton and Strauss (Wed); and the BBC Philharmonic Orchestra conducted by Valery Gergiev, playing Prokofiev, Schmitt and Tchaikovsky (Thu).

Festival of Paris. Clarinet concert with Michel Portal, Christopher Henley (cello), Georges Dumrache (piano); Beethoven, Brahms (Tue) Auditorium des Halles.

Festival of Paris. Baroque music.

Tchaikovsky, Brahms, Mendelssohn, Duply, Lully.

Camara, Clerambault (Wed) Auditorium des Halles.

Summer festivals

La Chaise-Dieu in Auvergne, Aug 28-30 (71000115); Saint-Jean-de-Luz, Aug 30 - Sept 10 (68260316); La Roque-d'Anthéron, Aug 1-23 (42005115); Weston, Aug 5-31 (98375700).

Brussels

Haydn Sinfonietta conducted by Maarten Russ, Beethoven, Grieg, Redemtore (Mon, Wed).

Moscow Radio Symphony Orchestra conducted by Vladimir Fedosev. Sibelius, Beethoven, Brahms (Mon); Orchestra conducted by Edo de Waart with Kajsa, Sibelius, Brahms (Tue); Trio and Hakan Hudesberg (trumpet) Avery Fisher Hall (874 2424).

New York

Mostly Mozart Festival. Takacs String Quartet with Richard Stoltzman (clarinet) and Vladimir Fejtman (piano). Mozart, Beethoven (Mon); Orchestra conducted by Edo de Waart with Kajsa, Sibelius, Brahms (Tue); Trio and Hakan Hudesberg (trumpet). Avery Fisher Hall (874 2424).

Chicago

Ravinia Festival. Preservation Hall Jazz Band (Mon); Chicago Symphony Orchestra conducted by Daniel Barenboim. Beethoven, Brahms (Tue); Leonidas Kavakos (violin). Tchaikovsky, Prokofiev, Miesesovsky, Ravel (Thur) Highland Park (728 4622).

Montreal

Mozart Plus Festival with the Montreal Symphony Orchestra conducted by Charles Dutoit. Basilique Notre Dame (842 2112), final night.

Tokyo

Hiroko Nakamura (piano), with the Youngh Nippon Symphony Orchestra, conducted by Kazushi Ono; Mozart, Grieg, Smetana Hall (Mon) (033 3555).

Maria Ewing

ROYAL ALBERT HALL/RADIO 3

Maria Ewing crossed over from opera to Broadway and Hollywood songs on Saturday night, sang into a mike and gave the Proms a fix of standard items from Gershwin, Kern, Porter, Schwartz and Arlen. Richard Bennett's *Fascinating Rhythm* was a misnomer. At encore time, however, Ewing and Bennett reached their most rapt in "More Than You Know." Wouldn't the whole affair have been more stylish, more absorbing, if it had been only Ewing, unamplified, and Bennett?

The whole programme celebrated the best American tradition of bridging high art and a popular culture. In the first half, Wordsworth's *Commemoration* overture, four dances from Aaron Copland's *Rodeo* and, with Bennett as an especially salon-scale soloist, Gershwin's *Rhapsody in Blue*.

Though the BBC Concert Orchestra could have been more keenly co-ordinated throughout, Copland's sound-world in the *Rodeo* dances conjured up vividly a sense of place, of various times of day and of a cowboy society all far from the Albert Hall.

Alastair Macaulay

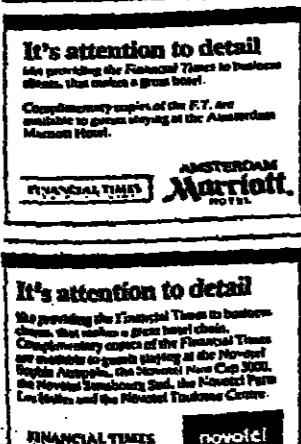
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Monday July 31 1989

Progress on arms control

ARMS CONTROL negotiators are adjourning for the long summer break with much to show in the conventional field, some movement on chemical weapons, but very little progress in the nuclear area. Nuclear arms control negotiations, which used to be considered the main barometer of east-west relations, have lately been given a somewhat lower priority by governments. That is not surprising in view of the serious domestic problems demanding Mr Mikhail Gorbachev's attention and the fact that the new US Administration is still sorting out its disagreements with Congress over the financing of nuclear defence.

Now it is necessarily undesirable that Washington and its allies should be concentrating at least as much on ways of achieving closer political and economic relations with Eastern Europe as on arms control negotiations. Disarmament agreements can help to bring about a better east-west climate, but they cannot by themselves lead to a lasting improvement in relations if they are not based on solid progress in other areas.

Elimination

From the West's point of view, too, it is much more important for the moment to eliminate the Warsaw Pact's vast superiority in conventional forces and weapons in Europe, than to reduce strategic nuclear weapons which have always considered to be the most effective deterrent to war. If he had his own way, Mr Gorbachev, who favours the complete elimination of nuclear weapons, would certainly reverse the priorities. But he has recognised that Nato, having already accepted with some reluctance the total abolition of medium-range nuclear missiles, would drag its feet on further nuclear arms cuts in the absence of progress in the conventional field.

The urgent need to make substantial cuts in defence spending to finance his economic reform programme has been another important factor in Mr Gorbachev's acceptance of the Western arms control agenda, particularly since the savings to be made on conventional forces are still higher than the ones that can be gen-

erated by nuclear arms reductions. The conditions for an agreement on conventional forces are propitious, even if President George Bush's 12-month timetable is considered by many officials and experts on both sides to be over-optimistic.

Disagreements

Nato has tabled its detailed package of proposals, based on President Bush's Nato summit offer last May, in the middle of this month, eight weeks earlier than planned. It would be foolish to minimise the difficulties that still remain. The Soviet demand to exclude defensive aircraft from the proposed cuts and to include British, French, Canadian and other allied troops stationed in West Germany in the equal ceiling for the US and the Soviet Union proposed by President Bush, are important disagreements which will not easily be overcome. The elaboration of a rigorous verification regime is also presenting enormous problems.

These difficulties, however, have to be set against what Mr Stephen Ledogar, the head of the US delegation to the Vienna talks on Conventional Forces in Europe, has described as "the breathtaking rapidity" of the progress of the negotiations which began only last March. The two sides are now close enough on the definitions and ceilings for land systems such as tanks, armoured troop carriers and artillery, to make an agreement only a matter of time.

The only proviso is that Moscow might, at the last moment, make a conventional arms agreement subject to cuts in short-range nuclear weapons in Europe, as General Dmitri Yazov, the Soviet Defence Minister, hinted during his visit to Britain last week. In that case, the West must stand firm on the compromise it reached with so much difficulty at the Nato summit in May, namely that it would not agree to negotiations on short-range missiles until substantial conventional reductions were under way. It can afford to do so, for Mr Gorbachev's difficulties at home are now so great that he will not want to add to them by risking an international set-

back.

One of the landmarks of the battered West Berlin district of Kreuzberg is the dilapidated church of St Thomas, only yards away from the barren ugliness of the Wall. Next to the bricked-up porch is an enigmatic inscription: "Only emptiness is everlasting."

On the other side of the guarded concrete girdle dividing the city, the East German Government is nursing its reputation as one of the most obdurate in the Communist world. On a recent trip across the Wall at Checkpoint Charlie, customs officials insisted on taking away and examining my copy of the liberal *Suddeutsche Zeitung* newspaper to see if it was "fascist" literature.

Unflinching in the face of political reforms in the Soviet Union, Poland and Hungary, Mr Erich Honecker, the 76-year-old East German leader, reaffirmed at the end of June that the East German state was the "front-line bastion of socialism separating communism from the 'imperialist system' in western Europe."

The basic political ideas of Mr Honecker and most of his elderly fellow-leaders in East Berlin were formed during agitation against the Nazis in the 1930s. But for Mr Honecker, head of the East German Communist Party since 1971, the changing tide of East-West politics is now starting to build up pressure from all sides. Although he has recently appeared in good health, the illness which forced Mr Honecker to return home early from a recent Warsaw Pact summit has increased speculation that he might stand down.

In other parts of eastern Europe, moves towards pluralism and democracy put at risk systems of government, not the existence of nations. In East Germany, however, a serious weakening of Marxist-Leninism would threaten the future of the state itself.

West Germany's strong capitalist economy next door and its constitutional goal of achieving some form of German reunification, place unique strains on the old men in East Berlin. And the Soviet Union, while as keen as Mr Honecker on stability, has made no secret of its impatience with East Berlin's small-like reform pace.

West Germany represents not only a point of comparison, but also a refuge, for East Germans dissatisfied with life under Communism. West German television provides East Germans with a reliable source of information for what is going on in the West – as well as in neighbouring eastern bloc countries.

There is a fundamental difference from the Poles and the Hungarians. They are people with an unbroken national consciousness," says Mr Hans-Otto Furian, a spokesman for the East Berlin Protestant Church, which has become a leading channel for focusing discontent with the East German regime. "In the German Democratic Republic, there is hardly any national consciousness," says Mr Furian, speaking in his office in East Berlin in a street close to the Wall.

The people feel themselves as Germans living in this part of Germany. The German Democratic Republic is a creation of the Cold War. What will become of it when the Cold War flags and confrontation is eased?"

East Germany is Communist Europe's industrial showpiece, but, in economic terms, it is lagging ever further behind the West. A combination of relative material comfort, social discipline and a well-organised police apparatus has kept outbreaks of popular dissatisfaction limited to small and badly organised environmental and human rights movements.

The Germanic desire of most of the country's citizens for order and settled conditions – and distaste for the uncertainty and disturbances in Poland and the Soviet Union – may turn out to be the East Berlin leadership's strongest card. But 20 per cent of its population has fled to West Ger-

many since the two states were established in 1949. In the first six months of this year, 44,000 East Germans emigrated to the West, by both legal and illegal means, against 40,000 in the whole of 1988.

The total number of departures this year will be the highest since the building of the Berlin Wall in 1961. Constant emigration of disillusioned citizens prevents dissidence from building up to a critical mass, but also reduces East Germany's stock of motivated people needed to bolster economic competitiveness.

Pointing to the thousands of sailing boats on lakes around East Berlin at weekends, a senior West German dip-

David Marsh looks at the build-up of pressure for change in East Germany



View from the east: The Brandenburg gate at the dividing line of the two Berlins

A slow return from the cold

lomat in East Berlin says East Germans are relatively well-off. But discontent has risen. "East and south of East Germany, there is movement. People see Gorbachev going into an election booth. They know what is happening in Hungary and Poland. They look at their old leadership and say, 'We have the last Stalinists.'

Mr Honecker's moves from 1987 onwards to allow Germans more East Germans – especially younger people – to go to the West on temporary visits may turn out to have been a serious error. The "opening" policy – heavily supported, and subsidised, by the West Germans – appears to have increased dissatisfaction with life in

East Germany. "People I speak to (after returning from visits to West Germany) are often overwhelmed," says another western diplomat in East Berlin. "It is not just the shops (in the West). What gets them is that they can drive to Brussels or Luxembourg, or they can stand up in a bar and say what they think without a policeman coming round to their home the next day. Then they come back here and realise what a claustrophobic place they live in."

As a sign of the strains on the leadership, East Germany was virtually alone in east Europe (with Romania) in supporting the brutal repression in

Lessons from the docks

WARNINGS that the hot summer of 1988 marks a resurgence of union strength in Britain seem to be premature. If the rail strike was an unpleasant reminder of the monopoly power which trade unions still enjoy in parts of the public sector, the apparent crumbling of the national dock strike suggests a more familiar lesson: attempts by unions to resist commercial and technological change are likely to fail, especially if they are faced with a determined response from employers. An important issue is how far the remaining protected industries, including the railways, can be exposed to similar pressures, and, if not, whether collective bargaining rules and procedures need to be altered.

The omens for the set piece struggle over the docks were not good from the trade unions' point of view. In the 1980s steel workers, printers and miners have all lost in disputes with employers intent on a long-term restructuring of traditional industries. Union members have become sceptical of the value of industrial crusades. Steelworkers, for example, have learnt that their only hope of job security lies in the efficiency of the unit which employs them. Even though the bulk of the industry is still in the hands of a single employer, British Steel, bargaining over wages and conditions has been devolved to local level.

Constraints

In the short term the management of British Rail needs to press ahead with its reforms of collective bargaining, so that wages better reflect local labour markets and the demand for particular skills. As for legal changes, some new constraints may be appropriate – the simultaneous shut-down of the computer rail network and the London Underground was particularly indefensible – but a general ban on strikes in essential public services is problematic. Better approaches might be to extend the role of pay review bodies, which could guarantee predictable pay increases in exchange for continuity of production. Another approach would be to constrain collective bargaining within pre-set limits, so workers are assured a rise within a middle range of private sector pay agreements. This could be combined with the introduction of compulsory arbitration to resolve disputes without strike.

Some way of constraining the use of monopoly union power in essential public services is needed. But, as the example of the docks shows, commercial pressure is the most effective way of bringing about reforms in collective bargaining. The Government's long-term aim must be to restructure the railway industry in a way that keeps monopoly power to a minimum.

The drift back to work in the docks is partly fuelled by warn-

The Sun also rises

■ The Press Council's inquiry into newspaper coverage of the Hillsborough football disaster in April was a test case in a number of ways. For a start, public anger was unusually high. The Council received 349 written complaints from a total of 3,651 signatories within a month. They involved 35 newspapers, including most of the quality papers as well as the pops.

Subsequently, the Home Office passed to the Press Council a petition from the Merseyside Area Student Organisation with around 7,000 signatories complaining about one particular article in The Sun.

At the same time, the Press Council was under new chairmanship, Louis Blom-Cooper QC having just taken over from Sir Zelman Cowen. There and think that the Blom-Cooper stewardship is the Council's last chance to show that it can regulate itself. Otherwise there will be some form of state control, as indeed there very nearly was with two Private Members' Bills – on privacy and the right of reply – in the last Parliamentary session.

The present state of play is that the Government is against such controls, but has set up an inquiry under David Calcutt, the Master of Magdalene College, Cambridge, and chairman of the Takeover Panel to look into the whole question.

So the adjudication on Hillsborough continues. It has come quite far, which was not always the case before. It

argues that there is a case for the publication of photographs, however horrific the events they portray. And it says essentially that matters of taste are at the discretion of editors.

It does, however, condemn

The Sun for the article to

which the 7,000 signatories objected. It says that it was

OBSERVER

unbalanced and its general effect misleading." The headline on the article was "The Truth". That, says the Council, was "insensitive, provocative and unwarranted."

The twist to the story is that Kelvin MacKenzie, the editor of The Sun, said yesterday that he accepts the findings, regrets the story, especially the way it was presented, and will try not to do such a thing again.

The Press Council's report also notes that The Sun's own Ombudsman declared that the article should not have been published in the form in which it appeared.

That may be a little bit of newspaper history, and perhaps we shall not have statutory controls after all.

Dukakis now

■ Spare a thought for Governor Michael Dukakis. A year ago he was leading George Bush in the US election campaign by 15 points in the opinion polls. Today he is one of the fastest forgotten presidential candidates in living memory and scarcely ventures to reappear on the national stage.

One reason is the fiscal crisis he faces in his home state of Massachusetts. This month Dukakis announced he was stripping \$500m from the \$11.6bn state budget, wreaking havoc with many of the social programmes which he championed over the years.

The spending cuts will be final

proof that he and his campaign advisers persistently denied last year that Massachusetts was facing a huge fiscal deficit and that new taxes would be needed to balance the budget.

Dukakis made matters worse

– have experienced similar difficulties due to the severe downturn in state revenues following the tax reform act of 1986.

Can the Duke come back? There was speculation this year that he announced his resignation as governor at an early date in order to give himself two years to prepare for another run for the Presidency. It seems improbable. Dukakis cares deeply about his wife's health – far more than, say, Ted Kennedy, who took his wife, Joan, on the road in 1980 and then left her after he lost the Democratic nomination.

He and his advisers know, too, that the voters would not welcome a second coming.

There is still resentment in the national Democratic party at the incompetent campaign waged by Dukakis against the Republicans. Democrats still believe that 1988 could have been their year. Dukakis's strongest card was as a state governor. The mess in Massachusetts has stripped him even of that.

Sad exit

■ Shortly before he left the Foreign Secretary, Sir Geoffrey Howe, asked for an enlarged version of a photograph showing him (smiling) alongside the Prime Minister and the Chancellor of the Exchequer at the Madrid summit meeting. When my colleague went to deliver it to the official residence at No 1 Carlton Gardens last week, he was met by puzzled looks. The policeman and doorman said: "I'm afraid he no longer lives here and we don't know where to forward his mail. Please you should try the Foreign Office."

■ Card on the notice board of a Surrey women's club: "The talk by Mrs Williams on 'Why I rely on my horoscope' has been cancelled, due to unforeseen circumstances."

China last month. East Germans are well aware, via West German TV, of the reports of the massacre in Peking. The East German media disseminated the official Chinese version of events. The East Berlin police twice in June broke up peaceful demonstrations by young people trying to hand in protest letters to the Chinese embassy.

Allegations of police brutality – including action against East German Christians – has added to unrest which was fuelled by suspicions of large-scale electoral fraud at May's single-candidate municipal elections. The security forces have intervened in both East Berlin and Leipzig to disperse protests over the fraud allegations.

Wolfgang Triebler is priest of the Church of the Redeemer in East Berlin, which has organised peaceful protests against the Chinese crackdown. He says young people in the capital were distressed "not only about what happened (in Peking), but also about how it was reported." He says one factor behind discontent is young people's frustrated desire to go off hitchhiking through Europe.

Mr Triebler says that the East German Government's established economic and social policies – for instance, heavy subsidisation of basic goods and rents – have a price. "Young people have many dreams, ideas, wishes. So when the dreams are dashed, they react with sensitivity... the greater the fallings (in society), the greater the dreams."

A senior official at the East German Foreign Ministry defends East Berlin's reaction over the Peking repression on the grounds of "non-interference" in other countries' affairs. But there is a domestic policy reason too. "It is a question of people attacking central state power. That is where the joking has to stop," he says.

Asked about the Berlin Wall, the official says, "We do not see it as a masterpiece of architecture." But he comes out with a new justification for the barrier, based on recent remarks by Stefan Heym, the East Berlin author: to bar neo-Fascism which could spread to East Germany from the rise of new radical right-wing parties in West Germany.

Mr Honecker said a few months ago that the Wall could last another 100 years. But he has been trying to improve the regime's hard-line image on human rights. He confirmed this month to Mr Rudolf Seifert, the Foreign Minister in charge of operational policies towards East Germany, that soldiers' orders to shoot escapees had now been dropped formally. The announcement may well prompt a further wave of attempted escapes in coming weeks.

The Warsaw Pact's declaration setting down the right of Communist states to choose their own political systems without external interference may present Mr Honecker with drawbacks as well as advantages. On the face of it, the rejection of the so-called Brezhnev doctrine of Soviet hegemony in eastern Europe, leaves the East Berlin leadership free to apply its own criteria on how communist society should be run. But, if events should turn out badly, Mr Gorbachev's non-interference policy would leave Mr Honecker on his own.

An important role may be played by the 350,000 Soviet soldiers in East Germany – by far the largest foreign troop contingent in either east or west Europe. The East Berlin Government insists the troops are there for external military reasons, rather than to maintain Moscow's internal hold. But big cuts in the Soviet presence in coming years – possibly as a result of negotiations between Washington and Moscow – would undoubtedly send a political signal to the 16m population. If sizeable numbers of Soviet troops were really withdrawn, East Germans would be likely to see their future, even more than they do at present, not as Communists, but as Germans.



"I don't care how long we're here – no daughter of mine is marrying an air traffic controller"

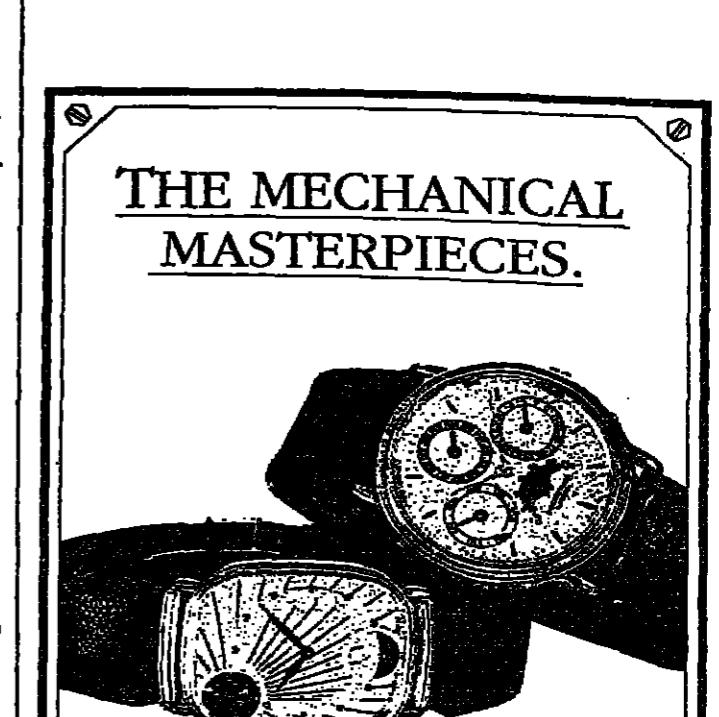
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In an agreement heralded as a great success for the new international debt strategy launched in March, 15 leading banks agreed in Washington last week on the main points of a landmark debt reduction deal for Mexico.

Five days later, the chairman of one of those banks - Lloyds of the UK - pronounced the outlook for Third World debt as "darkening" as his bank took another large chunk out of earnings to build reserves against possible loan losses.

On the face of it, the excitement generated by the deal for Mexico, the second-largest developing country debtor with foreign debts of \$100bn, and the gloomy prognostications of Sir Jeremy Morse appear contradictory. In fact, they are symptomatic of the same deepening problem.

Along with banks on both sides of the Atlantic, Lloyds followed Citibank - the largest US bank - in building up a big cushion of reserves in 1987 against default by Third World debtors.

Over the past couple of months, the Bank of England has made it clear that it would not be averse to a further increase. Given the way the Bank of England operates, it would be very surprising if the other UK banks, when they report earnings this week, did not do something very similar to Lloyds.

In many ways Lloyds is simply catching up with banks in other parts of the world and as such its move does not have the significance of Citibank's two years earlier. But Sir Jeremy does not hide his regret that it has proved necessary. "It's very disappointing after the large exceptional charge that we made in 1987 that we find ourselves again with a figure of this size," he said last week.

One aspect of the problem is that country after country has gone into arrears on interest - forcing the bank to announce more country-specific provisions of \$185m. Lloyds says that 15 countries out of the 29 problem debtor countries which owe it money are in arrears on their debt payments, including Venezuela which became a late payer this year.

But the uncertainty generated in part by the new debt initiative launched in March by the US Treasury Secretary, Mr Nicholas Brady, was blamed by Lloyds for the \$300m increase in its general provisions. Together, they swung the bank into a \$28m loss for the first half of the year. However, the bank now has provisions to cover 47 per cent of its problem loans - provided it obtains the expected tax relief - compared with 34 per cent before.

Deepening arrears were an important factor behind the US decision to revitalise the international debt strategy this year. Faced with severe problems in obtaining new loans from banks, many countries resorted to financing their balance of payments deficits by building up arrears with their bank creditors.

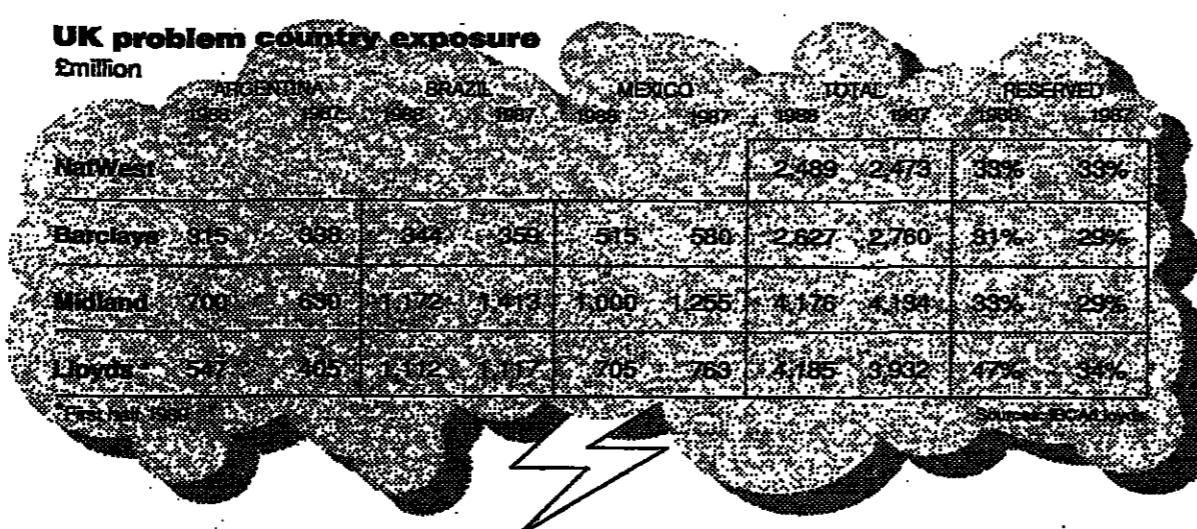
The course on which the US decided - the Brady initiative - met controversy from the first, although it has now won international support.

Stephen Fidler on Lloyds' decision to make heavy new provisions against the problem of Third World loans

A darkening outlook despite Mexico deal

UK problem countries exposure

£million



The idea was to switch the focus of the strategy from new bank loans to a negotiated reduction of bank debts. Official resources from the International Monetary Fund and World Bank would be used to facilitate debt reduction.

The US was not offering a blueprint; this would be worked out on a case-by-case basis between the debtor country and its creditor banks.

In the event, it has proved fraught with contradictions. The deal worked out in principle for Mexico last week - and there is further work to do before the deal is finalised and sold to all of Mexico's 500 creditor banks - has been made possible only by significant political pressure on both sides, much of it from the US Treasury. Furthermore, the Mexican test case and many of those which will follow will still require new loans from some banks - a tall order when other banks are writing off their loans. Because it is partly financed by IMF and World Bank loans, actual debt reduction for Mexico will be pretty small.

Indeed, Lloyds was among those banks which resisted significant concessions to Mexico most fiercely at the negotiating table. These banks were distinctly unhappy about the 35 per cent discount on their loans which some of them will have to accept in the Mexican package. Debt reduction for Mexico means, after all, loan write-downs for Lloyds.

Sir Jeremy and others see uncom-

fortable parallels with the 1930s when Latin American countries defaulted on obligations to bond investors, and settlements were eventually negotiated.

The Brady initiative's supporters see what is, in effect, a modest negotiated default as preferable to the more damaging confrontational defaults that they see as the alternative. The Mexican deal, in particular, depends very heavily on the confidence it is meant to generate inside the country, by enticing back into domestic investment some of the billions of dollars saved abroad by Mexicans.

Despite its flaws, the Brady plan has also offered something for debtor governments to aspire to. While their poor economic management was often to blame for their debt problems, the incentives to play the game by the rules were modest prior to the Brady plan. If it has improved incentives to rational economic behaviour, then that alone would be a big achievement. Many applaud, too, the implicit recognition that many debtor countries are simply unable to pay their way, at least without undesirable social consequences.

However, since only those debtors with IMF and World Bank economic programmes in place will benefit from the Brady proposal, it risks leaving some very important debtors outside in the cold. Argentina, its economy in shambles, went into arrears with bank creditors in April last year, and now

banks price its loans in the secondary market at a mere 10 cents on the dollar. Its arrears on its \$62m foreign debt exceed \$35m as its new President, Mr Carlos Saúl Menem, embarks on attempts to correct years of economic mismanagement.

Brazil, the largest developing country debtor, which owes \$112bn, is another great headache for banks. Because of a failure to meet economic targets, its lame-duck Government cannot get a disbursement of funds from the IMF, upon which hangs vital further loans. If these loans are not disbursed, a \$1.5bn interest payment due to banks in September looks extremely unlikely to be made.

Venezuela - owing more than \$35bn - was up to date on both principal and interest with banks until the turn of the year. Then the payments dried up to a trickle. The country now wants a deal from the banks to reduce its debt by half. The banks have said no, but the arrears have been, in effect, sanctioned by the IMF which has disbursed a loan to the Government.

Other smaller debtors have resorted to arrears. Ecuador, which only owes \$60m to banks, is more than \$15m in arrears to them, dating back to 1987. Peru is in arrears dating back to 1985. The only significant debtor in Latin America current or almost current on payments to banks are Brazil - and it is looking shaky - Mexico, which is negotiating a debt-reduction deal, Colombia and Chile.

Against this background, the 47 per cent cushion built up by Lloyds looks appropriate. And, thanks to strong domestic earnings in 1988, the UK banks are in a good position to strengthen their balance sheets.

The reaction of the London stock market proved indicative if, at first sight, perverse. Bank shares rallied sharply on Friday, including Lloyds which, citing its underlying earnings growth, increased its dividend by 16 per cent. This reflects the psychology that banks, for so long underperformers in the UK and the US markets, will be re-rated as soon as they can put the unfortunate debt episode behind them.

Mr Rod Barrett, bank analyst at Hoare Govett said: "The debt provisioning is generally being greeted with relief that an element of uncertainty has been taken out of the situation." He pointed out that the shares of five banks, including Standard Chartered, had moved up sharply during the day, with Barclays putting on 5 per cent.

Lloyds, Standard Chartered and Midland are the greatest affected among the UK banks. Even though equal provisioning could push Midland into a significant loss at the half-year stage, most bank analysts felt banks would think it desirable that it was got out of the way at the interim stage.

Mr Terry Smith of James Capel, pointed out that Standard Chartered - due to report on August 16 - has three substantial properties to sell - in Bangkok, Singapore, and the Bishopton office in London - which should realise \$200m.

In practice, moves by the UK banks are unlikely to have an impact outside the country. Provided all UK banks follow, they will bring themselves into line with much of the rest of Europe. West German banks are up to 70 per cent protected against less developed country loan losses, thanks in part to generous tax treatment, while the French and Spanish banks are around 50 per cent cushioned.

In the US, Mr James McDermott of Keefe, Brusyett and Woods, the New York-based bank stock specialists, points out that the main US money centre banks - which have already reported half-way earnings - are between 22 and 50 per cent provisioned. Since the round of big provisions in 1987, most banks - with the exception of JP Morgan, Manufacturers Hanover and Citicorp - have gradually increased their reserves and are likely to continue to do so.

Another round of "macho-provisioning" thus appears unlikely, he said. However, for many banks, the Third World debt problem is still critically important despite the now conventional wisdom that banks worldwide are now strong enough to take losses. At one stage during the Mexico negotiations, the chairman of most of the country's 15 leading credit banks personally conducted five days of talks. Not the action of men who think they have put a problem behind them.

Additional reporting by David Barcharad

LOMBARD

The limits to interest rates

By Samuel Brittan

UK NOMINAL interest rates are some 3 per cent to 7 per cent higher than German rates, depending on the maturity. These differentials can only persist because sterling is expected to depreciate at these rates.

If the market became more optimistic about sterling but interest rates remained unchanged, sterling would rise to a level from which such a depreciation would again become plausible (as it has recently shown signs of doing).

The above tautology is known as the "interest parity theorem." Its recent restatement by Sir Alan Walters as the basis of his opposition to full membership of the European Monetary System caused quite a stir among economists who should have been familiar with it already. The essence of its anti-EMS implication is that, if sterling were rigidly tied to the D-Mark, British interest rates would have to be the same as German ones, which would be perverse for a country with higher inflation.

In the EMS, as it actually exists, parities are not rigidly fixed. There is a permitted 4% per cent band of fluctuation and occasional modest realignments are still to be expected. Thus some variation in nominal interest rates is possible among members even without exchange controls.

My purpose, however, is not to readers may be relieved to learn - to debate EMS membership, but to point out that the limitations on interest rate policy to which Walters draws attention already exist, irrespective of whether a country is inside or outside the EMS. They apply among any group of countries between which capital movements are free, whatever the exchange rate regime.

This becomes clear as soon as attention is shifted from nominal to real interest rates. The most important influence on actual and expected exchange rates over a period of years is the difference in inflation rates. The 3 per cent to 7 per cent Anglo-German interest differential is offset by a corresponding difference in expected price movements in the two countries. Real interest rates - using price indices of

LETTERS

Delusions of adequacy

From Mr William Low.

In light of recent events in the City of London, there can be little doubt that many members of the financial sector are suffering from delusions of adequacy. To the objective observer, the idea that bankers and brokers are fit and proper to regulate themselves is nonsense.

To those of us far removed from the machinations of the money men, it is self evident that self regulation is doomed to failure. What is required is an independent body of regulators - none of whom is employed by the institutions

Death by water

From Mr L.T. Smith.

The UK Government should emulate the example of the US Securities and Exchange Commission (SEC), established by the late President Roosevelt. His selection of Mr Joseph Kennedy - a noted Wall Street speculator - to head the SEC spending highly unwise.

Surely there is no shortage of British canaries to take on this posher - turned - game-keeper role? My personal nomination would be Sir James Goldsmith.

William F. Low,
5 Kirklee Terrace,
Glasgow, Scotland.

Combined heat and power deserves more attention

From Mr Norman Jenkins.

Sir, John Mason's report (July 19) at last gives us the real reason why the UK Government refuses to strengthen commitments in the Electricity Bill to promote combined heat and power (CHP) as a means of improving energy efficiency.

UNICHAL, the international union of heat distributors, administers 1,100 district heating "companies" with a rapidly growing total network exceeding 44,000 km - for the distribution of hot water and steam. The installed capacity for producing heat and power in combi-

nation exceeds 160,000 Mw - three times that of the Central Electricity Generating Board (CEGB) for electricity alone.

CHP is far more economical than sole electricity production, and is more economical in all terms, with high versatility in using almost any fuel.

In Graz, Austria, and in Brescia, Italy, there are limited liability companies entrusted with all local services - gas, electricity, hot and cold water, street lighting, traffic lights and street transport. Duplication of the complete emission control of Graz, Brescia has full

electrostatic precipitation, fine gas desulphurisation (FGD) and final bag filtration.

Both plants have been working at full output for some years; the CEGB will not have its first FGD in operation for several years. The comparable scheme for Slough Estates, now proposed, will be only one quarter the size of Lammanno at Brescia.

To the unbiased student of international energy strategy, it is now clear that the electricity supply industry will continue to fight tooth and nail to maintain technically, economically

untenable, domination of the field.

For every kilowatt generated by CHP, both gas and electricity lose, irrevocably, three kilowatts of business. Over 40 years have been devoted to propaganda and to active suppression of the economics of CHP. For those who will take the trouble to analyse it, the evidence is now available. The UK government has been deceived.

Norman Jenkins,
Whitchurch,
Bristol,
Furnham, Surrey.

Architecture beset by 'meddlers'

From Mr J.M.H. Moir.

Sir, Reading Colin Amery's introductory article to your summary on architecture (July 20) I agree that the architectural profession has lost its way. The solution lies in changes to the architectural education establishment, or at least to its curriculum.

"Professional status," which occupies a disquieting significance in the doctrine of architectural training, distances the student from the reality of the building site, increased intimacy with which is the only way to stronger respect for the "profession" in future.

The reason for absence of change or improvement in many architectural schools, some of which held international reputations in the past, is the negligible role played by the Royal Institute of British Architects (RIBA).

It is unique in its influence over training, as the schools where architects are prepared

have to be "vetted" as well as the work being examined. In professions like accountancy and surveying, training is done "in harness" and successful examination results are the qualification for joining the profession. With architecture, the closest analogy is with the Law Society, which runs a number of schools in order to train solicitors.

The RIBA knows well that university schools of architecture live in fear of a poor "inspection report" from the RIBA, lest the University Fads Commission use this as a reason for closure.

The system which dominates the training of great designers and builders of tomorrow's Britain, to the whims and aspirations of a closed group of would-be "professionals." This cannot be in the public interest.

Marcus Moir,
153 Rue des Chemins Verts,
Paris 75011,
France.

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Marcus Moir,
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Paris 75011,
France.

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July 28, 1989

Lovell
for construction

FINANCIAL TIMES COMPANIES & MARKETS

Monday July 31 1989



INSIDE

British Telecom's private numbers

The battle of ammunition being stocked provided an ominous background as the £150m (£21bn) bid for BAT Industries by Hoylake, the consortium vehicle representing Sir James Goldsmith and friends, lumbered its tortuous way towards the final round of negotiations. But figures obtained by the Financial Times show that in 1987 and 1988 Cellnet's performance was

was greatly inferior to Vodafone's. Page 21

Thrust into the limelight
London may be the main origination and syndication centre of the Eurobond market, but it is rarely the locus of wide attention because of its dominant role in the relatively specialised sterling sector. However, last week's £250m (£400m) long-dated deal for the Guaranteed Export Finance Corporation was the catalyst for a searching examination of the market's merits – and, writes Andrew Freeman, the results have thrust it into the limelight, both in the UK and continental Europe. Page 18

Japanese workers' playtime



Why do Japanese employers spend so much less than many western companies on training, but produce a more effective training system? One factor is that much Japanese training takes the form of simple correspondence courses which workers take in their spare time. Charles Leadbeater explores the issue in the Business Column. Page 32

Strengthening case for caution
The natural caution that bankers extend to project financings was deepened last week by suggestions that costs on the Eurotunnel project were escalating beyond limits set by lenders. Eurotunnel's lead bankers urged calm, saying it was too early to tell whether the Anglo-French consortium was actually in default on some £50m (£80m) in loans. But the project does illustrate why lenders have been demanding greater control over such financings recently. Page 18

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Economics Notebook

Conflicting signals on EMU

IN 1977-78, when the then chancellor, Helmut Schmidt, was steering West German policies on setting up the European Monetary System (EMS), there was no doubt in Bonn who was in charge of the undertaking. Just over a decade later, as Europe starts to embark on a new path to extend monetary integration a decisive step further, no-one has his hand on the West German tiller.

Western Europe is arguably looking to the continent's most powerful economy for some sort of lead on formulating policies on the goal of European monetary union (EMU). Yet, in keeping with the general fragmentation of West German politics, the Chancellery is no longer in charge.

Instead, a loose and sometimes competing coalition of interests is bringing out EMU suggestions piecemeal. There are some signs that Mr Helmut Kohl, the Chancellor, is seeking to draw the threads more closely together. But, for the moment at least, one senior Bonn official admits, "No-one has the overview".

This may complicate further the EC's move along the path from July 1 1990 (the date set by the Madrid summit for completing "stage one" of the integrative process) towards full-scale EMU at some uncertain date thereafter.

On one flank sits the Bundesbank, which voices consistent approval of EMU as a long-term goal, but has been sceptical about some of the instruments proposed for getting there. This applies particularly to the idea of a European central bank and a common currency, which the Bundesbank sees as "not necessary" for the objective of EMU.

On the opposite wing is positioned Mr Hans-Dietrich Genscher, the Foreign Minister. He is keen to press ahead

full speed with western European integration as a means of furthering his overall vision of bringing together east and west Europe.

In the middle is Mr Kohl. Unlike Mr Schmidt, Mr Kohl has no head for detailed economics. But, as compensation, Mr Kohl boasts a more adept sense of the intricacies of remaining in the European central bank. This is partly as a means of completing Franco-German rapprochement, which the Chancellor, rightly, sees as post-war Europe's main success story.

Mr Kohl, however, resents suggestions that he somehow has not thought through properly the implications (above all, the transfer of monetary sovereignty to a supra-national institution) of any future move towards EMU.

France wants to convene as quickly as possible after July 1 next year an intra-governmental conference to prepare the way for changes in the Treaty of Rome to make monetary union possible. Mr Kohl has given instructions that the conference should be prepared with extreme care.

The view from Bonn is that such a session is unlikely to take place before the autumn of 1990 at the earliest – and might have to wait until 1991 (after the German general election) at the end of next year.

One reason for caution is

politics. The rise of the far right as a force in West German politics means that Mr Kohl has to be on his guard against decisions which look like concessions to the rest of Europe. The ideas of transferring monetary sovereignty away from the Bundesbank, and of one day replacing the D-Mark with a European currency, represent steps which the far right – and many ordi-

nary Germans – find increasingly unpalatable.

As Mr Karl Otto Pöhl, the Bundesbank president, has pointed out, a move towards a European central bank and a common currency would only make sense if it provided a currency system at least as stable as that centred on the D-Mark.

Another reason why Germany is in no real hurry on EMU is predominantly economic. In spite of the Bundesbank's qualms about the EMS when it was set up in 1979, the system has worked very much in West Germany's favour.

As Mr Pöhl says, the Bundesbank can live with the status quo – and so can German exporters. Because of the German-style "stability policies" successfully drawn into the heads of other EC members, the EMS has allowed a high degree of nominal exchange rate stability in recent years.

The competitive exchange rate, together with a Europe-wide investment boom, has been a key factor behind Germany's mounting trade surplus with the rest of the EC – DM81bn (£41.5bn) last year, and likely to rise still further in 1990.

How long will it take before West Germany's EC partners grow restive with this state of affairs and press Bonn to spell out its stance on EMU with greater clarity?

From Bowe's point of view, the advantage of having no clear-cut policies on EMU is that it makes the Government less vulnerable to criticism. That can only suit the Chancellor. Mr Kohl's main goal between now and the end of 1990 – winning the election – will probably be served best by maintaining the present EMU opacity as long as he humanly can.

David Marsh

Arming up for battle with one eye fixed on the clock

Three weeks after Hoylake launched its bid for BAT, both sides are jostling for position, reports Nikki Tait

and certainly less clear-cut.

The Goldsmith presentation, though doubtless changing to a degree with his audience, seems to have centred on three points:

First, the paper "unpublished" philosophy, which has been well-publicised; second, the contention that the paper being offered by Hoylake is not "junk"; and third, the assertion that shareholders should have the right to decide about the fate of their company, unimpeded by the logistical difficulties of combining a 60-day UK bid timetable with the need to get certain regulatory consents in the US.

That seems to leave fund managers divided. Last week, some were taking the view that anything which might enhance the value of their holdings is worth listening to, and no-one believes that Hoylake's final terms are on the table at this stage.

On the other hand, there are at least some who question the broad anti-conglomerate argument.

First, there is a fund manager who does not express at all grudging admiration for Sir James Goldsmith's personal charm and capacity to flatter an audience. The thoroughness with which he appears to have prepared his case and presents his arguments also wins plaudits.

"I never met him before,"

remarks one fairly hard-nosed investment chief, controlling a major BAT stake, "and, yes, I was impressed. He's nobody's fool, it's a well-put case and it has a certain logic."

But move on to the details of the Hoylake bid itself, and opinions become far more guarded

and

INTERNATIONAL CAPITAL MARKETS

EUROCREDITS

Caution deepens over Eurotunnel

THE NATURAL caution that bankers extend to project financings was deepened last week by suggestions that costs on the mammoth Eurotunnel project were escalating beyond limits set by lenders.

While Eurotunnel's lead bankers urged calm, saying it was too early to tell whether the Anglo-French consortium was actually in default on some \$5bn in loans, the project illustrates why lenders have been demanding greater control over such financings in recent years. At issue is whether Eurotunnel has exceeded mandatory limits on the size of cost overruns and, if so, what the bankers intend to do about it.

Eurotunnel has drawn down about \$350m of the full \$5bn available and is not set to make another drawdown until October. Bankers familiar with the project say that if Eurotunnel's cost overrun estimates are severe, it could be difficult to persuade lenders to put up additional funds without a simultaneous infusion of fresh equity or some other outside source of cash. "Lenders absolutely dislike being the sole source of funding cost overruns," said an official at one bank involved.

Bankers are considered unlikely to invoke the most extreme provisions of the loan covenants which allow them to replace Eurotunnel's management and take control of the project in the event of default. They may instead wish to raise margins or fees on future borrowings or to limit future dividend payments to investors.

However, negotiations over

additional funds may be complicated by the fact that Mr Alistair Morton, joint British chairman of Eurotunnel, has already ruled out a further rights issue to raise cash.

But Eurotunnel's loan covenants are not unique in project finance. And with lenders fully expecting a surge in UK infrastructure projects in future years, lenders will be closely watching the efficacy of its protective loan covenants.

Bankers note that a number of private electric power generation and water treatment projects are under way and larger scale projects in the next few years are fully expected.

Because of the absence of either government or third party completion guarantees - common, for instance, on North Sea oil drilling ventures - Eurotunnel's lenders insisted on a series of strict performance and monitoring criteria which allow it to take control of the project at an early stage. While bankers say the covenants are not unusual in project financings generally, the procedures granted to lenders are among the toughest of any project now under way.

• Syndication of Hanson's \$3bn three-year bullet loan to finance its acquisition of Consolidated Gold Fields has been completed within a week and oversubscribed by about three times. Chemical Bank, arranger, said that 42 banks had signed up for participations ranging from \$300m to \$100m, although maximum loan sizes have been cut back to \$175m with \$30m the minimum amount.

The rush to participate is in spite of comment that the 15 basis point margin is unusually fine for acquisition financing. Hanson's huge cash position and the promise of further business with the company outweighed all other considerations, bankers said.

Meanwhile, lenders who want the relationship with Hanson but who feel the returns are insufficient are being discouraged from selling the paper. Hanson has told lenders it views them as relationship banks and that it does not wish to see an active secondary market in its paper.

Norma Cohen

INTERNATIONAL BONDS

Gefco's £250m deal thrusts London into spotlight

LONDON may be the main origination and syndication centre of the Eurobond market, but it is rarely the focus of wide attention because of its dominant role in the relatively specialised sterling sector.

Last Thursday's £250m long-dated deal for the Guaranteed Export Finance Corporation (Gefco), however, was the catalyst for a searching examination of the market's merits, and the results have thrust it into the spotlight, both in the UK and continental Europe.

The success of the deal, which crucially carried a UK government guarantee, was immediate, making it automatically a magical deal which will be recalled by traders for its terms and timing.

Not only did the bonds fly into a rising UK government bond market, but they also offered institutional investors a combination of creditworthiness and yield that made them irresistible.

On Friday the opening day's strong trading performance continued, with the paper moving from Thursday's close of 99 1/2 bid to 100 1/2 bid to yield

about 9.45 per cent. The spread against gilt-edged stocks narrowed to a mere 28 basis points, against the launch spread of 40 basis points.

There was no question that the lead managers might have priced the deal too generously. Neither they, the Export Credits Guaranteed Department (ECGD), which organised the refinancing, nor the Bank of England, which oversaw the operation, could have predicted the strength of demand.

As an ECGD official said: "This was difficult to price, we knew it was going to be a mould-breaking deal." So difficult was it to price that one house was rumoured to have suggested a launch spread of 90 basis points over gilts.

Several houses are known to have thought up possible structures for the deal, with most concentrating their efforts on making the bonds look as identical as possible to the benchmark 9 per cent gilt due in 2008.

The underwriting commissions on the deal remain obscure, but BZW confirmed that the management fee was

4 point.

By Friday parties involved in the Gefco issue were putting themselves on the back, convinced that they had created a new class of sterling bond. The issuer was a private sector company issuing bonds with a government guarantee, thereby in trading terms falling between gilts and sovereign and supranational issues.

There was general agreement that the exercise had revealed the extent to which the market for long-dated sterling bonds has matured since the UK Government began its programme of buying back gilts. The credit differentiation between the bonds of various issuers is clearly now very sophisticated.

There was much praise for the huge swap into floating-rate sterling conducted by Lloyds Bank. In what was probably the largest swap ever at such a long point on the yield curve, Lloyds achieved what was rumoured to be a stunning funding rate, hedging the position by Thursday evening.

The ultimate beneficiaries of

the sub-Libor rate are UK taxpayers because the costs of financing the export credit loans which underlie the deal are much lower in the public capital markets than they are in the standard bank lending of old.

However, some of the implications of the deal will take some time to work through.

Principally, the effect, if any, on long-dated corporate bonds remains unclear. The initial concern of the market last week was to rethink the yield spreads of sovereign and supranational credits.

Thus, borrowers such as the World Bank and the European Investment Bank saw the spreads on their long-dated deals narrow sharply. In effect an order of merit was set up, gilts followed by Gefco, followed in turn by sovereigns.

At the same time, however, while spreads of corporate bonds were moving in the opposite direction, this was due more to the strong performance of gilts than to any thinking about the value of corporate paper.

"For most investors it was

an easy decision to buy Gefco as, against, say, a UK corporate long-dated issue," said one syndicate manager. "But the deal will definitely have an effect on the corporate bond market."

In the short term it served mainly to highlight the confusion that now characterises that sector.

Many syndicate managers and traders are coming round to the view that the extreme concern about the creditworthiness of long-term corporate borrowings, stimulated almost entirely by the £12.4bn leveraged bid for BAT Industries, has been overplayed.

They are worried that if spreads of corporate bonds remain very wide as investors continue to fluster about event risk, future bondswill be put off by the higher cost of funds.

Put another way, there is a real danger that issuers which acknowledge the change in investor attitudes since the BAT bid are prepared to offer a same structure in terms of gearing, change of ownership and disposal of asset clauses, will nevertheless be

unwilling to launch issues unless they feel that they are rewarded with narrower spreads.

Currently, this would go against the grain for most of the investing institutions. What remains to be seen is how quickly a modicum of order can be restored to the corporate sector, and whether it can match the sparkling performance of what might become a significant new class of sterling bonds.

It also remains unclear whether the market can rely on Gefco to provide it with more supply. Institutions which are overweight in long-dated corporate bonds and keen to snap up quasi-government paper would love more of the same.

However, Gefco cannot expect to time its deals to such perfection with any regularity, and the ECGD official was quick to point out that its refinancing programme is extremely flexible in terms of the currencies and maturities of any future deals.

Andrew Freeman

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %	Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %							
US DOLLARS																						
Dai-ichi Chemical Ind.♦	300	1993	4	(4 1/2)	100	Nomura Int.	★	Parco Co.♦	100	1993	4	3 1/2	100	Deutsche Europe	3.875							
Parco Co.♦	100	1993	-	4	100	Merrill Lynch	7.995	Parco Co.♦(c)	300	Unquoted	-	4 1/2	101 1/2	Denki Kagu Kogyo♦(d)	200							
Parco Co.♦(c)	300	Unquoted	-	4 1/2	100	Nomura Int.	★	John Denki Co.♦	100	1993	4	4 1/2	100	Nomura Int.	★							
Kubota Ltr.♦	300	1993	4	(4 1/2)	100	Nomura Int.	★	Kubota Ltr.♦	300	1993	4	(4 1/2)	100	Nomura Int.	★							
Sanyo Aluminum♦	150	1993	4	(4 1/2)	100	Daiwa (Euro)	★	JDC Corp.♦	100	1993	4	(4 1/2)	100	Nikko Secs.	★							
JDC Corp.♦	100	1993	4	(4 1/2)	100	Nikko Secs.	★	Tezumura & Co.♦	100	1993	4	(4 1/2)	100	Nikko Secs.	★							
Tezumura & Co.♦	100	1993	4	(4 1/2)	100	Nomura Secs.	6.090	Nippon Paper Corp.♦(g)	175	2004	14	6	100	Tsubakimoto Eng.♦(g)(i)	50							
Nippon Paper Corp.♦	35	1993	10	9	102	Fuji Int.Finance	8.865	Tsubakimoto Eng.♦(g)(i)	50	1993	10	9	100	Yamachi Int.	★							
Nippon Stainless Steel♦	100	1993	4	(4 1/2)	100	Yamachi Int.	★	Salai Chemical Ind.♦(b)	150	1991	-	Zero	100	Kasai Kogyo Co.♦	50							
AUSTRALIAN DOLLARS																						
Dresdner Bank Berlin♦	40	1993	4	15	102	Dresdner Bank(Lux)	14.309	EIB♦	10bn	1997	8 1/2	14 1/2	100	Banco Portugues	14.200							
CANADIAN DOLLARS																						
Toronto-Dominion Bank♦	100	1992	3	10 1/2	101 1/2	Phillips & Drew	9.720	Council of Europe♦	150m	1996	7	11 1/2	101 1/2	Banco Bilbao Vizcaya	11.454							
Abey National♦	150	1994	5	10 1/2	101 1/2	Merrill Lynch	9.822	Scotiabank A/S♦	150	1994	5	10 1/2	101 1/2	Morgan Guaranty Trust♦	100bn							
Scotiabank A/S♦	150	1994	5	10 1/2	101 1/2	ISU Int.	6.635	SWISS FRANC														
ECUs																						
C'wealth Bk Australia♦(i)	100	1994	5	8 1/2	101 1/2	CSFB	8.277	Eurofine♦	100	1997	8 1/2	14 1/2	100	Metlife Funding Inc.♦	120							
Eurofine♦	125	1995	10	8 1/2	101 1/2	Bankers Trust Int.	8.397	ESCUOS														
D-MARKS																						
Finnish Export Credit♦(a)	35	1991	2	15 1/2	100	Merrill Lynch	15.125	Elect. de Portugal♦	100	1996	7	6	10 1/2	Sapporo Finance Int.♦(b)	100m							
Elect. de Portugal♦	100	1996	7	7 1/2	102	DG Bank	8.757	Tezumura & Co.♦(m)	100	1994	5	6	10 1/2	Daiwa Europe	5.648							
Kingdom of Belgium♦(t)	300	1999	10	(6)	100 1/2	Morgan Stanley GMBH	-	Total-Compagnie♦	500	1993	4	8 1/2	100	Fujikura Int.♦(b)	100m							
Total-Compagnie♦	500	1993	4	8 1/2	101 1/2	Deutsche Bank	8.170	YEN														
FRANC FRANCS																						

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Bank 'may sell stake in Daimler'

By David Goodhart in Bonn

DEUTSCHE BANK is ready to sell a part of its 28 per cent stake in Daimler-Benz, the big West German car and aerospace group, to Matra, the French defence group, according to *Der Spiegel* magazine.

The aim is to sell a site would be to smooth Daimler's imminent takeover of Messerschmitt-Bölkow-Blohm (MBB), the German aerospace company, and dampen renewed debate about the power of banks in Germany.

Deutsche Bank yesterday denied that a sale was planned but analysts said such a proposal could have been put forward by the Economics Ministry in continuing negotiations

over the controversial Daimler takeover of MBB.

The green light for that bid is expected to come in September from Mr Helmut Haussmann, the Economics Minister and member of the free-market Free Democrats, who has to oversee the German Cartel Office to allow the merger to take effect.

Mr Haussmann has little alternative to overruling the Cartel Office as the merger was initially proposed by his own ministry as a means of reducing public support for MBB's share of the European Airbus project.

However, the considerable concentration in the German

defence industry that it will create is an embarrassment to Mr Haussmann, a champion of small business and the free market.

His ministry has thus been involved in intensive negotiations with Daimler and Deutsche Bank in an attempt to impose conditions on the take-over, such as selling off some of Daimler or MBB businesses where market share would otherwise be dangerously high.

Another condition might be that MBB must sell its 12.5 per cent stake in Krauss-Maffei, the defence contractor.

A reduction in the Deutsche Bank stake in Daimler from 28 to 23 per cent, as reported by

Der Spiegel, would have no direct impact on the MBB take-over but it would help save face for Mr Haussmann. His party is separately campaigning for a reduction of bank stakes in industry.

The sale of 5 per cent of its Daimler stake would significantly reduce Deutsche Bank's formal veto power over several important areas of corporate life which require the support of a 7.5 per cent majority of shareholders.

Mr Haussmann is also hoping the Monopoly Commission, an influential but less powerful organisation than the Cartel Office, will this week give the Daimler-MBB bid its support.

Scor and UAP Re to combine operations

By George Graham in Paris

FRANCE'S two main reinsurance companies are to combine their operations to create a significant national reinsurance group, although one which will lag behind the West German and Swiss leaders.

Scor, mainly owned by a consortium of French public, private and mutual insurance companies, will combine with UAP Reassurance, a subsidiary of Union des Assurances de Paris, the leading state-owned group, to form a group with joint premium income of about FF10bn (\$1.42bn).

The merger is to be accomplished by a paper bid for Scor and UAP Re from Compagnie Générale de Voitures, a shell-listed company in which UAP and its main state sector rival, Assurances Générales de France, each own 40 per cent.

The offer is still being examined by the Commission des Opérations de Bourse (COB), the French stock market regulatory authority, and will probably be made public on Thursday.

Scor, the leading French reinsurer, has made a steady recovery from its financial troubles in the early 1980s, to report net profits of FF225m in 1988 with gross premium income of FF1.36bn.

It has been expanding its European network with the purchase last year of Vittoria Riassicurazioni in Italy.

French bank in Italian link-up

By John Wyles in Rome

SAN Paolo di Torino, Italy's second largest bank, has forged an alliance with France's Caisse des Dépôts et Consignations, aimed at boosting their shares of the financing of public construction projects in Europe.

Initially the two banks will co-operate in offering financing for projects such as airports and railways developments in France and Italy, but their plans also look towards expanding activities in southern Europe.

NCNB to buy majority stake in big Texas bank

By Karen Zagor in New York

NCNB, the largest banking holding company in the south east US, is to buy out the Federal Deposit Insurance Corporation's stake in NCNB, the Texas National Bank, the biggest Texas banking group.

The purchase price of the FDIC's 51 per cent stake is \$80m, of which \$45m will be in cash.

Most of this will come from the proceeds of NCNB's recent stock offering.

The remaining \$35m will be

financed by the FDIC in a one-year note.

Closing is expected in 10 days.

NCNB is already reaping the benefits of its investment in the Dallas-based former First Republic Bank, which failed last year. NCNB's income in the latest second quarter jumped 42.9 per cent to \$1 a share with the Texas operations contributing 22 cents a share.

Mr Rusty Page, senior president and investor relations

executive of NCNB, said: "The first and foremost driving factor in our purchase of the FDIC stake is the enormous earning power of the bank."

Another prime concern is NCNB's intention to expand its banking operations in Texas. Earlier in the year the Charlotte, North Carolina group's bid for the failed McColl bank was rejected in favour of an offer from Banc One. NCNB's partnership with the FDIC was regarded by many as a conflict of interest.

Winsor hit by labour shortage

By Haig Simonian in Frankfurt

PROFITS of Winsor Industrial, one of Hong Kong's largest textile and clothing manufacturers, fell 25.1 per cent to HK\$26.4m (US\$36.7m) in the year ended March 31, John Elliott writes from Hong Kong.

The principal factor behind the fall was a serious shortage of labour in the "overheated economy" of Hong Kong. Mr T.K. Ann, chairman, said this "seriously inhibited the

group's ability to respond quickly to market conditions, as well as inciting higher wages and other costs."

The company's weaving and wool sections were worst hit, but there has been some improvement since March.

Mr Ann said weak market conditions in the first six months of the 1988-89 year deteriorated further in the second half. Sales to the US were

depressed throughout the year and exports to Europe eased.

The company was also hit by a deterioration in the quality and delivery of raw materials from China. Winsor anticipates further problems with supplies following recent events in China, which is the largest supplier to Hong Kong.

Winsor's turnover for the year decreased marginally by 2.5 per cent to HK\$2.38bn.

the parent bank, and by 5.6 per cent to DM35.8bn at group level.

Fixed costs at BHF, which specialises in securities trading, rose sharply to DM55m, partly on account of new investments in preparation for the Deutsche Terminbörse, Germany's financial futures and options exchange, which is due to open early next year.

BHF profits dip by 4% to DM74m

By Haig Simonian in Frankfurt

BHF operating profits at Berliner Handels-und Frankfurter Bank (BHF), the West German merchant bank, fell by almost 3.9 per cent to DM74m (\$40m) in the first six months of this year against the corresponding period in 1988.

Full operating profits, including gains from trading on the bank's own account, were lower but were not dis-

closed. The bank said earnings for the first half were satisfactory in view of the present flat yield curve in Germany.

Interest income at parent bank level fell by 3.7 per cent to DM156m while fee earnings surged by 24 per cent to DM97m as a result of the buoyant securities business so far this year. Total assets rose by 19.5 per cent to DM20.9bn for

Woodward family cedes voting control

By Haig Simonian in Frankfurt

THE WOODWARD family is relinquishing voting control of the Woodward's department store chain in western Canada in return for a C\$25m (US\$21m) cash injection, Robert Gibbons writes from Montreal.

The new money is being put up by Cambridge Shopping Centres, which owns nearly 10 per cent of Woodward's, and institutional shareholders, who are buying Woodward's convertible notes.

In addition, Cambridge and several other shareholders will receive an option to buy the Woodward family's total 23 per cent interest at C\$4.25 a share in the next four years.

• Placer Dome and a Toronto partner are to go ahead with a US\$245m mill at the La Coipa gold and silver mine in northern Chile. It will have daily capacity of 16,500 tonnes.

Socanav holds 52% of Steinberg

By Robert Gibbons in Montreal

SOCANAV and the Caisse de Dépôt, the Quebec pension plan manager, claim to hold 52 per cent control of Steinberg, the Montreal-based food distribution and property group.

Socanav, led by Mr Michel Gaucher, the Montreal-transport entrepreneur, filed its C\$1.22bn (US\$1.11bn) takeover bid for Steinberg late on Friday, three days before deadline.

It had the Caisse's financial backing and the provincial government's blessing.

The bid, comprising C\$75 a share for the voting stock and C\$51 a share for the publicly held non-voting stock, hinged on Socanav taking up an option on the 52 per cent voting block held by the senior members of the Steinberg family.

This has been done and the offer is extended to all other stockholders, voting and non-voting. It expires on August 22.

The offer circular says that Steinberg's property subsidiary, worth C\$20m, would be sold to the Caisse, while the remaining C\$50m would come from the Caisse and another government agency, Mr Gaucher and associates and an institutional group.

Some non-food assets of Steinberg would later be sold to raise well over \$100m.

Japan reviews takeover rules

By Ian Rodger in Tokyo

JAPAN'S Ministry of Finance is considering easing its regulations on takeover bids. Rigidities in the rules came to light earlier this month when Shuwa, the fast-growing property and supermarket group, revealed a plan to take over and merge four smaller supermarket companies.

Takeover bids have been virtually unknown in Japan, partly because they are alien to the Japanese corporate culture, which emphasises mutual support among companies, but partly because MoF regulations are restrictive.

Now that the old corporate culture is beginning to break

down, the pressure to ease the rules is growing.

The MoF is also sensitive to growing criticism from the US and other foreign governments about the difficulties foreign companies face when they try to acquire Japanese companies. Such criticism comes at a time when Japanese companies are actively acquiring businesses overseas.

Under existing rules, a company planning a takeover bid must report in advance to the MoF the precise terms and conditions under which it intends to proceed. Thereafter the terms cannot be changed.

In the Shuwa case two of the

target companies, Chujitsuya and Imageya, tried to thwart the bids by issuing new shares. If they had succeeded, Shuwa would not have been able to alter the terms of its bids and they would have failed. However, the Tokyo district court issued an injunction last Monday barring the new share issue.

The MoF is considering altering this provision so that bidders can revise the terms of their bids as they wish. Another potential change would make it no longer necessary for non-resident bidders to have an official Japanese representative.

Swap activity surges by 52%

By Katharine Campbell

ACTIVITY in the international swaps markets grew apace, according to figures for the second half of 1988 released by the International Swap Dealers Association.

By end-December 1988 the notional principal amount of swaps outstanding amounted to more than \$1.300m, a 52 per cent increase over the previous year.

During the second half of last year a total of \$318m worth of interest rate swaps and \$62m worth of currency swaps were written, representing increases on the same period in 1987 of 54 per cent and 47 per cent respectively.

For the first time the market produced twice a year for ISDA by Arthur Andersen, the accountants, will be made available to the Bank of International Settlements, which plans to use it in talks with central bankers on broad capital market developments.

One striking feature depicted in the data is the relentless growth of the largest and most mature sector of the market. In the US dollar interest rate swaps sector, dealers wrote 35 per cent more swaps in value terms between July and December 1988 than in the first half of the year.

US dollar-denominated swaps accounted for 72 per cent and 43 per cent respectively of the total interest rate and currency swap markets, although this share is exaggerated by the relative strength of the currency during the period.

The vast proportion of the growth in the sector comes in swaps with a maturity of less than two years, where volumes were up 55 per cent. In the longer seven to 10-year range volumes actually declined by 3 per cent.

One banker ascribed this phenomenon to financial institutions' increasing use of swaps for asset and liability management.

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Pioneer Mutual Insurance Co Ltd																								
15 Crdt. Int. Water Fund	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Building Soc. Fund	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
European	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Carriage Regd.	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Global	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
International Equity	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Managed	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Prudential Pension Fund	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Prudential Pension Fund	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Prudential Holdings Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Prudential Holdings Ltd - Contd.	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scottish Amicable	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scottish Life Assurance Co Ltd - Contd.	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scottish Life Assurance Co Ltd - Contd.	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scottish Life Investments	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
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Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
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Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.25	15.25	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	15.25	15.25	1.42	1.42	
Scotia Mutual Assurance Co Ltd	15.																							

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—	—	—	—	—	Oct. May	1936

Com. Ent.	Stock	Net	Gr's	rd	Price	May	Nov	1675	8.49	Magnolia Group 10p v	1450	3.5	4.3	Oct. Apr.
555.5. Investor Brit. Ports. B.	634	10.0	2.1	17.4	—	May	Nov	1675	8.49	Magnolia Group 10p v	1450	3.5	4.3	Oct. Apr.
3. 465. Assoc. Energy 50. v	50	—	—	—	2.85	—	—	1677	5.04	Malvern Hedges 10p v	1271	2.1	3.3	Oct. Apr.

CURRENCIES AND MONEY REVIEW

Yen struggles to retain confidence

THE JAPANESE yen has fallen by over five per cent against the D-Mark during the past two months. In the same period, interest rates in Japan have not been increased, and there has been irregular and seemingly less than determined intervention by the Bank of Japan. At the same time, the economy continues to expand, creating inflationary pressure.

So a fall in the yen's value is hardly a surprise, but the headlines affecting yen sentiment have barely mentioned any of these factors. For the time being at least, the yen has lost investor confidence. The political scandal and the subsequent poor showing in Upper House elections by the ruling Liberal Democratic Party have been cited as drawing strength away from the yen. But a change in political direction does not automatically create trade deficits, inflation or any of the other evils associated with a

weak currency.

The institutional investor will want to take a much closer look before deciding on the profit potential of yen holdings. Profitability in the last four years has come not only from a strong yen but also through the beneficial effects of a stronger currency on corporate profit margins. In the three years up to 1988, the import price part of the wholesale price index actually fell by over 40 per cent, allowing investors to benefit from ever increasing profit margins.

However, the tide may now be turning as a falling yen starts to squeeze profit margins. In the first six months of this year, the cost of imported raw materials has risen by nearly 16 per cent while the price of finished goods has crept up a mere 1.6 per cent. The ability and willingness to absorb higher costs through lower margins suggests that

producers are confident of some sort of recovery by the yen, and this is where the high level of uncertainty increases the risk factor. Many analysts expect the yen to show only a marginal appreciation from current levels, and this would result in either the higher cost of imports being passed on to the consumer or a sharp reduction in profitability. All this is happening at a time when the pace of economic growth is moderating when unit labour costs are beginning to rise.

The level of exposure to exchange rate loss has also acted as a deterrent to overseas investment in the Japanese Government bond market which, by contrast, has been performing quite well. The Bank of Japan has continued to buy in Government paper as part of a policy to bear down on inflation but this has also limited supply which has driven prices firmer.

Jonas Crosland

C IN NEW YORK

July 28	Close	Previous
C Spot	1,454.61-1,457.5	1,454.61-1,457.5
1 month	0.70-0.65%	0.65-0.65%
3 months	7.25-7.30%	7.25-7.30%
12 months	7.75-7.85%	7.75-7.85%

Forward premiums and discounts apply to the US dollar

STERLING INDEX

July 28	Previous
8.30 am	93.4 93.2
9.00	93.4 93.2
10.00	93.4 93.2
11.00	93.4 93.2
Now	93.4 93.2
2.00	93.4 93.2
3.00	93.3 93.2
4.00	93.2 93.2

* Sterling quoted in terms of US\$ and ECU per £. ** Sterling quoted in terms of US\$ and ECU per £. All SOT rates are for July 27.

CURRENCY RATES

July 28	Bank	Special	European	Yen
US Spot	1.29564	1.29564	1.49727	1.49727
1 month	0.70-0.65%	0.65-0.65%	1.49727	1.49727
3 months	7.25-7.30%	7.25-7.30%	1.49727	1.49727
12 months	7.75-7.85%	7.75-7.85%	1.49727	1.49727

Forward premiums and discounts apply to the US dollar

STERLING INDEX

July 28	Previous
8.30 am	93.4 93.2
9.00	93.4 93.2
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4.00	93.2 93.2

* Sterling quoted in terms of US\$ and ECU per £. ** Sterling quoted in terms of US\$ and ECU per £. All SOT rates are for July 27.

EURO-CURRENCY INTEREST RATES

July 28	Short term	7 Days	One Month	Three Months	Six Months	One Year
Sterling	135-136	135-136	135-136	135-136	135-136	135-136
US Dollar	85-86	85-86	85-86	85-86	85-86	85-86
Canadian	12.39	13.10/14	13.10/14	13.10/14	13.10/14	13.10/14
American Sch.	16.86/88	14.61/71	14.61/71	14.61/71	14.61/71	14.61/71
Swiss Franc	9.12	8.07/08	8.07/08	8.07/08	8.07/08	8.07/08
Deutsche Mark	5.08	2.95/97	2.95/97	2.95/97	2.95/97	2.95/97
French Franc	8.12/22	7.34/45	7.34/45	7.34/45	7.34/45	7.34/45
Italian Lira	132	127.02	127.02	127.02	127.02	127.02
Japanese Yen	34.7	147.49	147.49	147.49	147.49	147.49
Spanish Peseta	150.24	130.217	130.217	130.217	130.217	130.217
Swedish Krona	5.3	2.65/67	2.65/67	2.65/67	2.65/67	2.65/67
British Pound	20.75/65	17.59/53	17.59/53	17.59/53	17.59/53	17.59/53
Irish Punt	0.87/92	0.87/92	0.87/92	0.87/92	0.87/92	0.87/92

Long term Eurodollar: two years 8.5-8.6 per cent; three years 8.6-8.7 per cent; four years 8.5-8.6 per cent; five years 8.5-8.6 per cent.

Forward rates taken from 30/7/89.

Commercial rates taken from 30/7/89.

Financial rates taken from 30/7/89.

Commercial rates taken from the end of London trading. Up and down are quoted in US currency. Forward premiums and discounts apply to the US dollar and not to the banked currency. Belgian rate is for convertible francs. Financial rates taken from 30/7/89.

Commercial rates taken from 30/7/89.

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

4pm prices July 28

Triumphs in TV technology—

Video
Audio
Home Entertainment

SAMSUNG
Electronics

NYSE COMPOSITE PRICES

12 Month
High Low Stock: 24.4. Ytd. E 1000 High Low
Continued from previous Page

OVER-THE-COUNTER

*Nasdaq national market,
4pm prices July 28*

AMEX COMPOSITE PRICES

4pm price
July 2

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The Business Column

A Japanese success the statistics conceal

Japan's national effort to build up skills has been a crucial part of its competitive challenge to western industrialised economies. It is widely assumed this should be reflected in high levels of expenditure by Government and employers.

Yet as a new book* on the Japanese training system shows, Japan would be some way from the top of an international league table of training spending.

A recent survey by the Japanese Ministry of Labour found that, on average, companies spent £5 per employee per month on training, about 0.3 per cent of total remuneration. Much more was spent on sports and leisure.

In terms of turnover, training spending averaged 0.07 per cent. This is less than half the amount spent by British companies, according to a 1985 estimate by the then Manpower Services Commission, which set off a heated debate.

Employers' contributions amount to about £4bn, well below 1 per cent of gross national product, compared with recent official estimate for UK employers' spending of 2.5bn or 1.85 per cent of GNP.

Why is it that Japanese employers can spend so much less than their British counterparts but produce much more effective training?

Part of the answer lies in the intensive Japanese education system. The most striking difference between the attainments of British and Japanese is in higher qualifications in reading, writing and mathematics of Japanese children in the bottom half of the ability range. Partly as a result, Japan's real comparative skills advantage lies in the high attainment levels of the middle mass of workers at intermediate skill levels.

An arm's-length relationship

British companies are busily establishing formal links with universities and polytechnics to influence curriculum design. Japanese industry has an arm's-length relationship with universities. Nevertheless 37 per cent of male recruits into manufacturing come from university. Six out of ten come from science departments.

The duty of children to clean their classrooms is transformed in employment into a culture of continuous improvement. Although Japanese factories are generally more modern and productive than UK plants, the ruling assumption is more likely to be: "We've still a long way to go."

This moral duty to strive and improve may be virtually impossible to replicate. But that does not mean British employers could not learn from some of the things their Japanese counterparts do.

Much company training is carried out through simple correspondence courses which workers take in their spare time. In one well-stocked Tokyo bookshop there are 83 different, slim, cheap, brightly coloured books on quality control all aimed at worried supervisors and team leaders.

The lifetime employment and seniority promotion system creates an obligation on older workers to teach their juniors. People who go on courses are expected to teach colleagues what they learnt.

Many Japanese companies have only a vague idea of how much they spend on training. Yet this does not mean that training is not systematic. Nihon Denso, the vehicle components manufacturer has 219 internal tests to cover the range of skills used in its factories. Each test is set by a review committee which meets once a year to update the questions.

The central lesson is this. Japanese training departments do not provide training courses as if they were packs of pills to cure an illness. In large part their role is to promote an individual and collective drive to learn, often through simple, inexpensive, traditional pedagogic techniques. Sophisticated, interactive video-training packages and expensive courses in special training centres are only part of the solution to Britain's lethargic training system.

Charles Leadbeater

*How the Japanese learn to work. By Ronald P. Dore and Mari Sako, pubd by Routledge.

As Mrs Thatcher frequently testifies after an exchange with President Gorbachev, conversations with communists are rather bracing experiences these days. All those years of soaking up Marx inevitably leave a trace, so the interlocutor occasionally has to grapple with the concept of "social contradictions" or "wrecks to the ground" "the capitalist model of development." But increasingly, we see growing ranks of east European communists acknowledging the problems their system cannot solve, and startlingly ready to consider unorthodox "capitalist" solutions.

All of which is a source of both satisfaction and anxiety to an Italian communist like Achille Occhetto. He and his colleagues have been saying for years that the Soviet system was no kind of model to follow, and that the market had some useful solutions to offer to national and international economic problems. But after a year as leader of western Europe's largest Communist Party, the Partito Comunista Italiano (PCI), Mr Occhetto is still struggling to establish an identity which protects the PCI from being politically contaminated by the bankruptcy of "real socialism," as the Soviet/eastern European blend is somewhat confusingly known in Italy.

For more than 30 years, the PCI has offered one of the most thrilling political high wires in Europe, jettisoning Marxist-Leninism and the class struggle and anxious to bolster its domestic electoral position, steadily moving away from Moscow in the 1960s and 1970s before opting for a complete rupture after the Soviet invasion of Afghanistan. Only a fraction of the ensuing internal pain and disruption surfaced publicly, for the PCI until recently retained most of the centralised characteristics of a Leninist party, including a strong disapproval of internal factions and public dissent.

The PCI is still not a party given to public rows like the Christian Democrats, but the "new path" down which Mr Occhetto is trying to lead does allow for free internal debate. "This party no longer takes any reference from the international communist movement — rather it is putting together liberty and democracy as fundamental ideals," he says.

Mr Occhetto's election last year as PCI leader was the clearest possible acceptance by the party that breaking with Moscow was not enough to bail the electoral slide which in 1987 took it down to its lowest share of the vote — 26.6 per cent — since 1963. Now 51, many see his arrival at the top as a natural progression for the

THE MONDAY INTERVIEW

Fleshing out a new identity

John Wyles talks to Achille Occhetto, leader of Italy's Communist Party

irreverent leader of the Young Communists of the 1960s, often critical of the party's ruling group with a wry humour which inflicted enduring soreness on some of its objects.

When Enrico Berlinguer, the immensely popular PCI secretary, sent him to Palermo in 1968, it seemed to many that he was being sent into exile. He now looks on his six years in Sicily as a shrewd piece of career planning by the late Mr Berlinguer. "He said he had confidence in me and with this sort of experience I could become a leader of the party."

A slight, stocky man with a generous, graying moustache, he has perhaps surrendered too much to the public solemnity

of Italian political life, for he still enjoys a joke in the privacy of his wood-panelled office at the PCI's Rome headquarters. One that has been brightly polished in the telling over the years explains his early political involvement with the catholic left — a relationship based mostly, he says, on the fact that "I wanted to play football with them."

The origins of his catholicism — a condition from which he has long recovered — owe a great deal to that wartime alliance between the communist and catholic resistances to Mussolini's fascism and German occupation. The Occhetto home in Turin was no working-class citadel to Marxism, but more a repository of liberal-professional values. When his father Adolfo joined the

resistance after being repatriated from Albania because of wounds, the family home became a base for the "Christian Left" of the resistance.

After the war, Adolfo formally joined the PCI after the Catholic church excommunicated all communists. Achille enrolled in the Young Communists in 1953.

"I had breathed the air of the war of liberation and had had contacts with communists. Above all, I greatly appreciated the values of the October Revolution, which demonstrated man's capacity for liberation." Mr Occhetto and his generation contested the unorthodox view of Stalinism which prevailed until the late 1950s and took as its point of reference the writings of Antonio Gramsci, who died a martyr's death in a fascist prison.

Variously interpreted as both a Stalinist and embryonic social democrat, Gramsci has become the party's preferred theologian over both Marx and Lenin and also the source of much of its ambiguity and fuzzy identity. Is the party not more than a little confused if it embraces the EC and Nato, sails steadily towards the western, democratic, socialist tradition, but still retains the Comintern system which spawns governments through post-election bargaining?

Yet the question continues to nag: what sort of alternative government is the PCI offering? At the moment, Mr Occhetto's answer is dominated more by such rotted phrases such as "democracy guided by socialist ideals" than clear policy positions.

Mr Occhetto is adamant that a name change would deny the validity of the party's history. He says "it is just polemics" when others point out that in addition to the glorious wartime resistance, the name carries with it the long association with Stalinism of Palmiro Togliatti, the PCI's founder and, at the time, a solid defence of the bloody Soviet repression of Hungary in 1956.

It is hard to believe that the name is not a political albatross, particularly as more evidence emerges about the unpopularity of the ruling communist parties of eastern Europe. Election results this decade suggest that Italians have either not been listening or do not believe that the PCI is a Communist Party with a difference: wedded to democ-



'Searching for something new on the left'

ment." It is through issues such as these that the PCI is trying to develop a new critique of capitalist society in a process of "searching for something new on the left rather than defending a closed dogmatic tradition," he adds.

The party is trying to respond to the contradictions of a modern society on the basis of socialist democratic values." Mr Occhetto insists. The problems of industrialisation which bred the 19th-century working-class movement have, he says, changed into the "contradictions of north-south inequalities, of changing relationships between men and women and of the environment.

together to favour the public interest, both from the social point of view and that of producing sustainable growth."

He says that he would not alter the present balance between the public and private sectors in Italy but he would improve it by redistributing resources and power so as to curb oligopoly and concentration and to guarantee better possibilities of growth to small- and medium-sized companies.

Just because "bureaucratic collectivism" has failed, he says, it does not mean that the alternative has to be "neo-liberalism and a society like this one." He is convinced that the withdrawal of the state leads to "social Darwinism," greater

injustice and "the violence of the strong over the weak, which is a tremendous violence."

Mr Occhetto's shadow government exercise is partly designed to force the PCI to put policy clothing on such generalities. In the meantime, he can just begin to hope that the PCI's electoral slide has bottomed out — it clawed back to 27.6 per cent in the European elections — despite attempts by the governing coalition to exploit events in Peking which, says Mr Occhetto, "was not a challenge to our history, but to our present by parties which don't want a democratic opposition but a suffocating regime."

The threat facing an apolitical convention



JUSTINIAN

the Scottish Bar in 1979 to become Lord Advocate. But whatever his political partisanship the judges have always regarded the Lord Chancellor as their protector against public criticism and political intrusion into their independence.

While the judges under Lord Mackay's new guidelines possess greater freedom to speak publicly than in the past, the constraints on judicial response to criticism are still restrictive. When last April the judges were accused in the press of taking industrial action in arranging originally to meet en masse on a court working day to consider their reply to Green Papers, there was no public statement from the judges, although the sense of outrage was barely kept under wraps.

Instead, a little belatedly, the Lord Chancellor stepped in to announce publicly that the judges were acting with complete propriety. It was an intervention that simply reflected the long-standing tradition that the Lord Chancellor is the judges' spokesman.

One outcrop of that unfortunate incident has been a call from the Lord Chief Justice that the unofficial Council of Judges should be put on a statutory basis. Such a body did in fact exist from 1875 until it was abolished by the Supreme Court Act 1981. It was abolished because it had rarely met and had not in the last 20 years reported annually to the Lord Chancellor as it was legally bound to do.

When, therefore, that role of

public protector was transferred overnight into one of advocate for the public consumer of legal services and justice, the judges felt hurt, even betrayed. How could the head of the judiciary turn away

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